



qat^θaymix^w / k̲ap̲isg̲amała

Gathering Together

Naut'sa mawt Tribal Council 2024/25 Annual Report



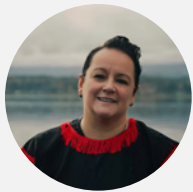
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Message from the Chair of the Board



Chief Nicole Rempel
Chair

It is with great honour that I present the 2024–2025 Naut’sa mawt Tribal Council Annual Report. This year’s report reflects our shared commitment to advancing cultural revitalization, governance, and capacity for our Member Nations. čěčhaθεč ʔa taθ qʷal ʔatəms guje, I am pleased to welcome the NmTC Member Nations to K’ómoks’ Traditional Territory for this year’s AGM. It is a truly special moment to step into my role as Board Chair and to be able to host the AGM in my territory.

Building on the stability we achieved last year, this year has been one of momentum. Naut’sa mawt has continued to grow stronger, guided always by our promise to serve our Member Nations first. As I reflect on Naut’sa mawt’s journey over the last years, I feel a powerful sense of gratitude for the collective efforts coming to fruition and great hope in the sense of purpose the council now embodies, truly working together as one.

čěčhaθεč, I raise my hands to my fellow Board of Directors for your commitment and vision to strengthening the services the

Tribal Council offers back to your Nations. Even though each of your Nations has its unique needs, you remain dedicated to collaborating and uplifting our communities in unison. You clearly live the Council’s value of Dádoset – “We learn from each other, celebrating our diversity and including all voices, perspectives, and approaches.” I am also deeply grateful to our Elders’ and Youth Councils for their wisdom, teachings, and inspiration. We are all greatly fortunate to have the ongoing opportunity to listen and learn from you. It is my promise to continue foregrounding your voices in everything we do.

I have been pleased to watch the Naut’sa mawt team grow both in size and strength this year. With a stronger team in place, we have expanded our services and deepened our impact across every department. I am honoured to acknowledge Edith Moore in her second year as CEO of NmTC and Kelly Landry in her second year as CEO of Naut’sa mawt Resource Group. Their collaborative leadership has brought focus, unity, and measurable progress to our organization.

Reflecting on the past year fills me with pride, and looking ahead fills me with hope. I raise my hands to our Member Nations, Elders, and Youth. It is with your guidance and trust that Naut’sa mawt stands where it is today and continues to walk confidently toward the future.

Chief Executive Officer Report



Edith Moore
CEO

It is with deep pride and gratitude that I present the CEO's message for the 2024/2025 fiscal year. Reflecting on the past year, I am filled with appreciation for the continued strength, growth, and spirit of our organization and the people who make it what it is.

This year marked several milestones in governance, policy development, and cultural grounding that will serve as a foundation for years to come.



A New Chapter in Governance – Welcome to Chief Rempel

I am honoured to welcome Chief Nicole Rempel as the new Chair of the Naut'sa mawt Tribal Council Board of Directors. A respected leader and matriarch, Chief Rempel brings a strong and vibrant voice that reflects the values of our people. I'm

deeply grateful for her commitment to uplifting our culture and her generous and ongoing support of the Tribal Council, despite her many responsibilities. I stand to learn and grow much under her leadership, especially as K'ómoks moves through the Treaty process. It feels especially fitting to host this year's AGM in her Traditional Territory.

Investing in Our People

We were proud to complete and circulate the new NmTC Human Resources Policy. This work, led by CEO Kelly Landry, reflects a deep commitment to transparency, fairness, and care for our team. Kelly's vision and long hours brought this policy to life, and it has already been met with appreciation from staff. This document is a foundation for the Tribal Council, a living document that will continue to grow alongside us. It demonstrates that we are walking our talk in support of our staff. Finally, I am pleased to offer it as a template for our Member Nations to build from for their own uses.

Another big transition this year was the move of our office from Malahat to downtown Duncan. Though it was difficult to leave the place we had called home for so long, we knew this day would come eventually. We are incredibly appreciative to Malahat for allowing us to work from their lands for as long as we did. I'm happy to have been able to renovate the building during our time there and be able to pass the space along to their Economic Development team.

Our new Duncan office is spacious, central, and wonderfully suited for collaboration across internal teams and between NmTC and NRG. We heard our staff asking for a space in which they could share their work and vision with one another, and I'm so happy to see this blossom as we deliver. Each day, I'm uplifted by the smiles I see when I walk through the door. It's clear that our staff feel a sense of joy and connection in this space.

I'm also grateful to Elder George for offering to brush the space and staff. His words stay with me always: Qwam-kwum tsun shq. Wuluwunthat – we must make up our mind to be strong. It is so clear that the office clearly embraces this sentiment every time I'm there.

Strengthening Our Financial Foundation

This year we finalized and approved NmTC's first Finance Policy, another key step in reinforcing the long-term strength and sustainability of the Tribal Council. We also created and launched the Finance and Audit Committee. I am so thankful to our Board Directors who, despite the immense responsibilities they carry in their own Nations, have committed their time. Through both their commitment and the successes we have already shared, it is clear how needed this committee has been. Finally, I want to express my ongoing gratitude to our CFO, Prabh Nijjar. Prabh's leadership has been essential in guiding us through these waters. His drive and belief in our purpose is an ongoing strength for the Executive team, helping NmTC and NRG do good work.

Elders' and Youth Council

I am continuously appreciative of the guidance our Elders' and Youth councils provide. In the words of Vine Deloria, "anytime you put together young and old people to listen to each other, there is a possibility of the future. The youth will find wisdom and the elders will find hope." My hands are raised to their powerful presence.

This year has been one of strong, steady progress — guided by shared values, driven by community, and supported by good governance. I raise my hands to our Board of Directors, Elders and Youth Councils, our staff, and our Member Nations. It is your wisdom, commitment, and care that make this work possible.


I look forward to continuing to walk this path together.

Hay čx^w qə.





Naut'sa mawt Tribal Council



Naut'sa mawt Tribal Council walks alongside our Member Nations on their journey towards self-determination and reclamation of culture by facilitating programs and services that positively impact Indigenous Peoples. Proudly serving 10 Member Nations, we are governed by a Board of Directors and guided by the wisdom of our Elders' Council, honouring our traditions and ancestors in the important work that we do.

Naut'sa mawt Tribal Council is a non-profit society operating under the BC Society Act. Incorporated in 1983, under the name "Alliance Tribal Council", the Tribal Council was renamed in 2001 to Naut'sa mawt, which means "working together as one with one heart and one mind" in Hul'q'umin'um'. Throughout our history, our services have expanded to reflect the values and priorities of our Members.

The Tribal Council receives core funding from Indigenous Services Canada (ISC) under the Tribal Council Policy Program and generates own-source revenue from our economic development corporation, Naut'sa mawt Resources Group (NRG).

History of our Organization

- 1983** — Alliance Tribal Council is incorporated with five Member Nations
- 1994** — Alliance Tribal Council grows to ten Member Nations
- 1997** — Naut'sa mawt Resources Group (NRG) is founded
- 2001** — Alliance Tribal Council is renamed to Naut'sa mawt Tribal Council
- 2002** — Naut'sa mawt began offering Event Management services
- 2010** — Member Services expanded to include the Technical Services Unit
- 2016** — Elders' Council established to guide the work of NmTC with its collective wisdom related to cultures, protocols, traditions, and languages
- 2017** — NRG progressively acquired 80% of Xyntax Group Inc.
- 2020** — NRG successfully completed the acquisition of the remaining 20% shares of Xyntax Group Inc.
- 2020** — Member Services expanded to include Emergency Preparedness, as well as Land, Water, Food Systems
- 2021** — Naut'sa mawt Youth Council established with the purpose of giving forum to their unique perspectives, while also providing them with guidance and mentorship
- 2022** — NRG began operating Indigenous Marketing Solutions, offering creative, print, and marketing services to clients across Canada and developing programs such as the Pink Shirt and Orange Shirt Program
- 2022** — Naut'sa mawt Event Management moved to NRG, restructured, and expanded to meet market needs
- 2023** — NmTC commemorated 40 years of the Tribal Council, hosting a Unification Drum signing where each Nation renewed their commitment to work collectively towards the betterment of their communities and the ongoing preservation of their rich heritage
- 2024** — Naut'sa mawt Event Management expanded operations to include Décor and Reporting departments
- 2024** — NmTC drafted and accepted a new constitution and bylaws supporting strong and clear governance

Refreshed Visual Identity

This year, Naut’sa mawt Tribal Council proudly unveiled an updated visual identity. While our logo (illustrated by T’Sou-ke Nation artist Mark Gaulti in 2014) remains the same, our refreshed branding features stunning new graphics that reflect the spirit and values of our organization and our Member Nations. The project was brought to life by the talented team at Indigenous Marketing Solutions, with breathtaking illustrations created by Bayja Morgan-Banke.

We are thankful for the care and creativity that went into this work, and proud of how it came together. The feedback has been overwhelmingly positive, and the new visual identity ties together so much of what Naut’sa mawt stands for and is something we can all display with pride.



Naut'sa mawt Tribal Council Member Nations



1

Homalco First Nation
<https://www.homalco.com>
250-923-4979



4

Malahat Nation
<https://malahatnation.com>
250-743-3231



Klahoose
FIRST NATION

2

Klahoose First Nation
<https://www.klahoose.org>
250-935-0251



5

Tla'amin Nation
<https://www.tlaaminnation.com>
604-483-9646



K'ómoks First Nation

3

K'ómoks First Nation
<https://komoks.ca>
250-339-4545



6

Snaw-naw-as First Nation
<https://snawnawas.org>
250-390-3661



7 **Stz'uminus First Nation**
<https://www.stzuminus.com>
 250-245-7155



8 **Tsawwassen First Nation**
<https://tsawwassenfirstnation.com>
 604-943-2112



Tsleil-Waututh Nation
 PEOPLE OF THE INLET

9 **Tsleil-Waututh Nation**
<https://twnation.ca>
 604-929-3454



10 **T'Sou-ke Nation**
<https://www.tsoukenation.com>
 250-642-3957



Our Purpose

Walking alongside our Member Nations on their journey towards self-determination and reclamation of culture by facilitating programs and services that positively impact Indigenous Peoples.

This artwork beautifully captures our shared journey towards a unified vision. The figures in the canoe represent our Member Nations, paddling together with “one heart, one mind”, embodying the spirit of naut’sa mawt. Our paddles are raised, marking our arrival at a significant milestone and ensuring that the canoe remains steady as a symbol of our progress. On the horizon, the setting sun with six points reflects our core values and the guidance from our ancestors that illuminates our path. The seven points within the sun remind us of our duty to future generations. The beaver, frog, dragonfly, and wolf spirits represent our four goals that help us navigate on our journey.

**Artwork by Bayja
Morgan-Banke from
Toquaht, Nuu-chah-nulth
Nation, and Secwepemc
(Shuswap) Nation**





Our Values

We honour the values of our ancestors, whose footsteps have marked this land for centuries and whose knowledge guides us as we lean on the teachings of our Elders who move us forward in a good way.

Naut'sa mawt (Hul'q'umín'um')

Working together as one, we walk alongside our Member Nations with shared purpose and united voices

Snuw'uy'ulh (Hul'q'umín'um')

We are mindful of our cultural values, seeking guidance from our Elders and echoing their **teachings** in the performance of our duties

čiyεʔana (Ayʔajʉθem)

We **listen** with peaceful hearts and open minds

O'siem (Hul'q'umín'um')

We **respectfully welcome** others and treat them with dignity and kindness

Dádoset (Senćoʔen)

We **learn** from each other, celebrating our diversity and including all voices, perspectives, and approaches

Qwam-kwum tsun shq. wuluwun (Hul'q'umín'um')

Together, we **make up our minds to be strong**

Our Goals



Strengthen self-determination through **organizational and operational excellence**

The dragonfly is representative of diligence, perseverance, and hard work. The dragonfly implies thoroughness through its precision and speed, being the fastest flying insect.

Objectives that support this goal:

- Integrate our values throughout our operations
- Practice sound financial management
- Cultivate strong governance practices
- Streamline core processes and policies



Facilitate **meaningful conversations and communications** that support knowledge sharing and foster connection to culture

Frog is the storyteller figure, one who for generations has been known to spread knowledge and teachings. In order to teach, one must also be able to listen and learn with patience and respect.

Objectives that support this goal:

- Support the recovery, reclamation, and revitalization of language, art, and culture
- Create opportunities for mentorship and knowledge sharing
- Implement effective internal and external communications



Collaborate to identify opportunities and develop and deliver relevant, **impactful programs, projects, and services**

The Beaver is a symbol of a hard worker and teamwork, as well as cooperation and a key player in the harmony of nature. With their dams, the beaver creates an entire new ecosystem of stiller, gentler water where other plants and animals are able to thrive.

Objectives that support this goal:

- Foster relationships to identify high-level priorities and opportunities
- Develop and deliver programs and services that are relevant and impactful
- Evaluate and monitor the relevance and impact of programs and services



Develop relationships, programs, and activities that **generate ethical revenues** for long-term financial security

The Wolf is a protective figure that signifies family bonds, trust, and teamwork. In many stories, not only does the wolf protect its own family members and other wolves, but also other animals, figures and humans. Wolves are a great symbol for ethics and strong choices for the greater good.

Objectives that support this goal:

- Strengthen and diversify revenue and funding streams

Corporate Governance

NmTC Board of Directors

Naut'sa mawt Tribal Council is governed by a Board of Directors consisting of one representative from Chief and Council from each of our Member Nations. After each election the Chief is automatically appointed to the board. A Band Council Resolution or Order will allow a Nation to appoint an alternative member from their council.

The Naut'sa mawt Tribal Council Board of Directors guides the organization in alignment with our values, mission, and strategic plan. They meet bi-monthly to review the activities of the Tribal Council, share successes, align common interests, and support one another.

We raise our hands to the hard work and dedication that the Board of Directors has given to NmTC this fiscal year.



K'ómoks Nation
Chief Nicole Rempel
Chair
Effective 2025-present



Malahat Nation
Chief Gordon Harry
Vice Chair
Effective 2023-present



Honouring Councillor Deanna George

We raise our hands in gratitude to Councillor Deanna George, who is stepping down after 11 years of dedicated service as an NmTC Board of Director. Deanna brought wisdom, forward thinking, and a steadfast respect for the Tribal Council's history. She carried her responsibility with pride, always accompanying NmTC on our visits to her Nation Tsleil-Waututh. We have fond memories of the bond between Deanna and her mother who serves on our Elders' council, as well as her incredible skills as a weaver. As Deanna passes her duties to her niece, Kalila George-Wilson, this matriarchal, multi-generational presence at the Directors' table is an ongoing blessing. We will miss her solid counsel and her great company at hockey games.



Snaw-naw-as First Nation
Councillor Cheryl Jones
Secretary and Treasurer
Effective 2023-present



T'Sou-ke Nation
Chief Larry Underwood
Effective 2024-present



Homalco First Nation
Chief Darren Blaney
Effective 2019-present



Tla'amin Nation
Hegus John Hackett
Effective 2020-present



Klahoose First Nation
Chief Kevin Peacey
Effective 2025-present



Tsawwassen First Nation
Councillor Louise Ahlm
Effective 2022-present



Stz'uminus First Nation
Chief John Elliott
Effective 2023-present



Tsleil-Waututh Nation
Councillor Kalila George-Wilson
Effective 2025-present

Corporate Governance

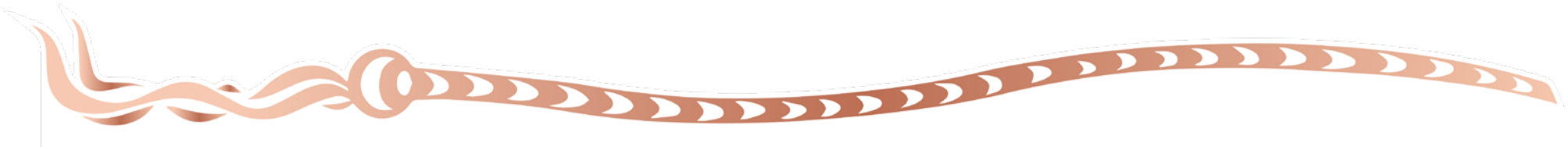
Elders' Council

The Elders' Council was started in 2016 and guides the work of the Naut'sa mawt Board of Directors with its collective wisdom and knowledge in Coast Salish and Kwakwaka'wakw spiritual and cultural protocol, traditions, and languages. The Council are considered honorary members of the Tribal Council under section 10 of the NmTC Bylaws.

Our Elders' Council meets monthly, sharing their teachings and guiding the Naut'sa mawt Tribal Council forward. They also meet quarterly with the Youth Council, offering them a focused space for storytelling and a way to share valuable cultural teachings. We respectfully welcome our Elders to participate in talking circles, board meetings, and staff events. Their knowledge and resilience empower us to move forward in a good way, always mindful of our values and purpose.

2024/2025 Elders' Council

- Vera Peacey, Homalco First Nation
- Helen Hanson, Klahoose First Nation
- Bunny Price, K'ómoks First Nation
- Melinda Knox, K'ómoks First Nation
- Vince Harry, Malahat Nation
- Jim Bob Sr., Snaw-naw-as First Nation
- George Harris Wholwolet'za, Stz'uminus First Nation
- Elsie Paul qaʔaxstaləs, Tla'amin Nation
- Deanna George Synlha'liya, Tsleil-Waututh Nation
- Janet Hansen Hielwet, T'Sou-ke Nation



Youth Council

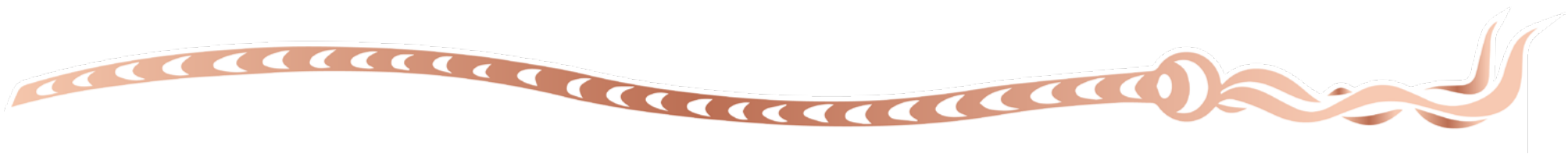
Our Youth Advisory Council was started in 2021, and supports NmTC with their new ideas, passion, and vision for a better future. The Youth Council meets to share and learn with one another, participate in workshops, and advise us on how NmTC can better support youth in its member communities.

The NmTC Youth Council also offers a supportive platform for people up to age 30 to acquire knowledge, cultivate communication skills, and foster leadership qualities. NmTC is committed to providing our youth with the tools and support they need to face challenges and take advantage of the opportunities that come their way.

Our Youth Council members come from a variety of backgrounds; in their communities they are teachers, students, band staff, councillors, landscapers, and more. They have expressed interest in leadership development, connecting with their Elders, learning cultural activities, empowering other youth, and sharing knowledge and resources back to their communities.

2024/2025 Youth Council

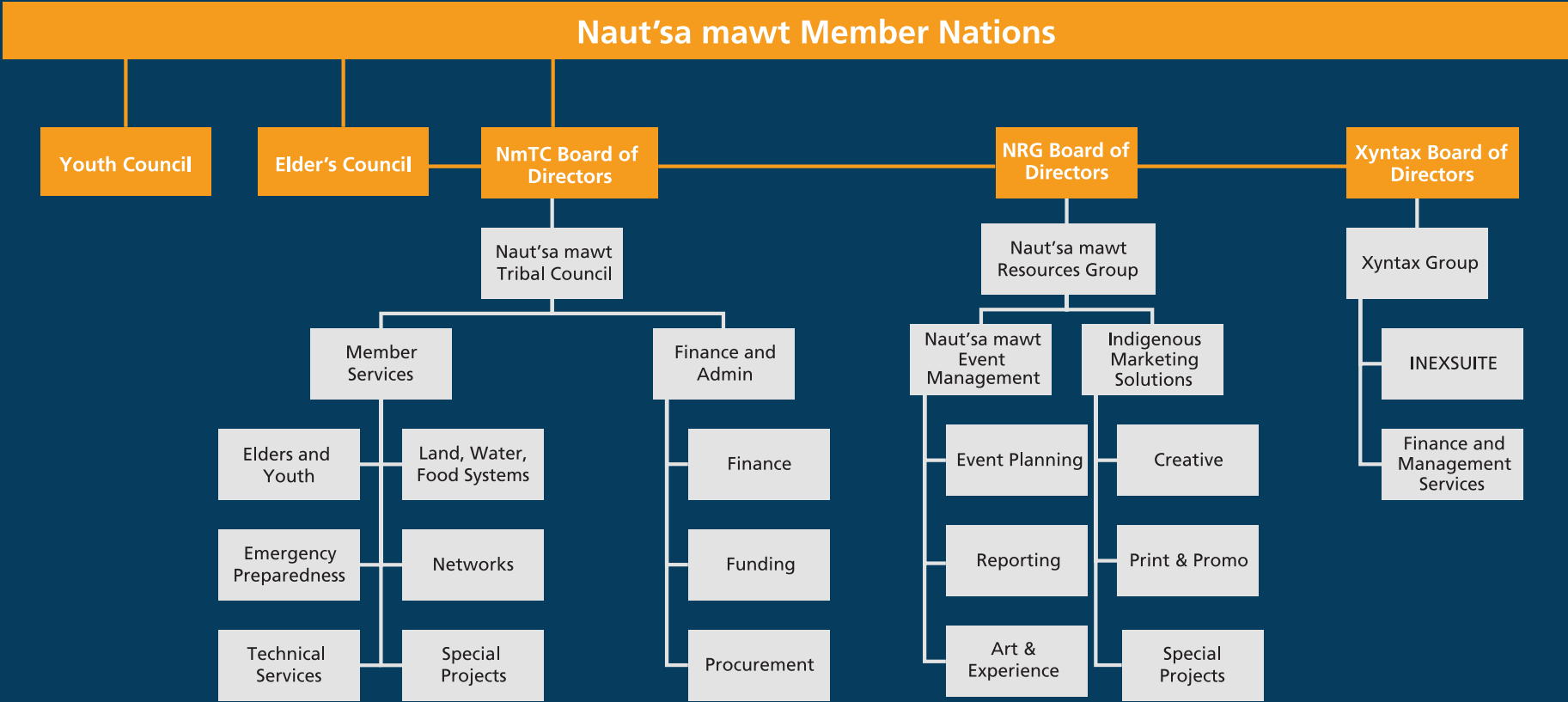
- Damien Peacey, Homalco First Nation
- Zeb Savoie-Velos, K'ómoks First Nation
- Jessica Harry, Malahat Nation
- Eve Bob, Snaw-naw-as First Nation
- Kianna Watts, Snaw-naw-as First Nation
- Sophia Samson, Snaw-naw-as First Nation
- Jasmine Seymour, St'zuminus First Nation
- Tyra Louie, Tla'amin Nation
- Colin Antone, Tsleil-Waututh Nation





Organizational Structure

Naut'sa mawt Tribal Council places its Member Nation communities at the heart of its organizational structure to reflect that our work is guided by the needs and priorities of our communities. Alongside our communities are the Elders' and Youth Councils, who also play key roles in guiding NmTC's journey.



The Naut'sa mawt Team

Working Together as One

Naut'sa mawt is supported by a dedicated and experienced team committed to the vision and value of our organization. Naut'sa mawt is committed to diversity, equity, and inclusion. We believe that our different backgrounds, ideas, and perspectives, united by our shared organizational goals, enable us to better serve our communities and Members.

Naut'sa mawt Tribal Council and Naut'sa mawt Resources Group are united under a shared purpose and vision for the future in which cross departmental collaboration allows us to share knowledge, expertise, and leverage diverse experience to deliver relevant and impactful programs, projects and services. The Naut'sa mawt family takes pride in "Working Together as One" in service of our Member Nations.

Executive



Tut'keet Edith Moore

*Chief Executive Officer,
Naut'sa mawt Tribal Council*



Emily Shopland

*Executive Assistant,
Naut'sa mawt Tribal Council*



Kelly Landry

*Chief Executive Officer,
Naut'sa mawt Resources Group*



Samuel Dzierzawa

*Executive Assistant & Project Coordinator,
Naut'sa mawt Resources Group*



Prabh Nijjar

*Chief Financial Officer,
Naut'sa mawt Tribal Council*

Finance & Administration



Bailey McCloy
*Director of Finance –
Maternity Leave 2025/26*



Karson Charbonneau
Finance Clerk



Ethan Whitelaw
Procurement Specialist



Jennefer Millar
Proposal Writer



Erin Law
*Finance Clerk –
Maternity Leave 2025/26*



Lana Reimer
*Accountant –
Maternity Leave 2024/25*

Member Services



Mikaela Craig

*Executive Director,
Member Services*



Tim Byron

*Building Inspection
Advisor*



Clint Williams

Emergency Preparedness



Megan Curren

*Program Manager,
Land, Water, Food
Systems*



Eric Blueschke

*Technical Services Program
Administrator, Housing
Policy Advisor*



Johnna Puusa

*Cultural Program
Manager*



Darryl Tunnicliffe

Infrastructure Advisor



Seanna Johnston

*Director, Land, Water,
Food Systems*



Terrance Scott

*Land, Water, Food Systems
Intern*

Naut'sa mawt Event Management



Samantha D'odorico
Director, Naut'sa mawt Event Management



Claire Wallace
Event Assistant



Katherine Colbrook-Goddard
Event Manager



Adam Doucette
Event Assistant



Cristina Romero
Event Coordinator



Kayla Suhner
Event Coordinator



Adrian Levine
Report Writer



Gerrit Wesselink
Reporting Manager



Krysta Elliott
Event Manager



Annette Lee
Interim Senior Events Manager



Haley Giddens
Senior Events Manager – Maternity Leave 2024/25



Sarah Tambur
Senior Event Manager



Chanelle Conley
Event Manager



Jody Phillips
Art Collection and Experience Manager



Victoria Lepp
Event Manager

Indigenous Marketing Solutions



Sean Wilman
*Director, Indigenous
Marketing Solutions*



Mary-margret Degraaf
Graphic Designer



Shayne LeGear
Print & Promo Specialist



Bayja Morgan-Banke
Illustrator



Melissa Vasey
Digital Marketing Specialist



Tye Shutt
Web Developer



Chartrelle Marissen
Print & Promo Specialist



Prateek Gupta
Print & Promo Manager



Claire Stewart
Art Director



Reanna Bastien
Ui/UX Designer



Colleen Moyles
*Marketing & Communications
Manager*



Savannah Campbell
Graphic Designer

NmTC Babies



Prabh and Alison Nijjar

Gavin Singh Nijjar

May 6th, 2025



Erin and Kelsey Law

Sutton Hayes Law

August 21st, 2025



Bailey and Max McCloy

Marlie Anne McCloy

April 30th, 2025



Haley and Justin Giddens

Ethan Seymour Giddens

December 27, 2024



Member Services



**Hwum'mi'ya
Mikaela Craig**
Executive Director of
Member Services

The Member Services Team operates as a cross-functional unit, dedicated to assessing existing resources and augmenting them to address the evolving needs of Member Nations. NmTC has expanded its service areas over the years to reflect the values and priorities of our communities.

Key Programs

- Elders and Youth
- Land, Water, Food Systems
- Emergency Preparedness
- Technical Services Unit
- Special Projects

List of Community Engagements



scəwəθən məsteyəx^w
TSAWWASSEN FIRST NATION

Tsawwassen First Nation

- April 23, 2024
- September 10, 2024
- September 18, 2024
- November 7, 2024
- November 27-28, 2024
- January 22, 2025
- February 12, 2025
- February 19, 2025



Homalco First Nation

- May 21, 2024
- May 31, 2024
- June 22, 2024
- July 15, 2024
- September 14, 2024



K'ómoks First Nation

- May 22, 2024
- June 21, 2024
- October 21, 2024
- February 26, 2025
- March 29, 2025



Malahat Nation

May 14, 2024
 June 24, 2024
 August 14, 2024
 August 28-29, 2024
 October 19, 2024
 March 20, 2025
 March 25-26, 2025



Tla'amin Nation

August 22, 2024



Tsleil-Waututh Nation

April 11, 2024
 July 22, 2024
 July 31, 2024
 October 8, 2024
 February 20, 2025



Snaw-naw-as First Nation

October 18, 2024
 March 8, 2025
 March 20, 2025



**Klahoose
FIRST NATION**

Klahoose First Nation

May 11-13, 2024
 October 22, 2024



Stz'uminus First Nation

April 25, 2024
 May 14, 2024
 July 23, 2024
 February 4, 2025



T'Sou-ke First Nation

November 2024
 December 2024
 February 2025

Including over **120 building inspections** across **7 Member Nations**

Networks



**Hwum'mi'ya
Mikaela Craig**
Executive Director of
Member Services

Our five networks serve to bring together Member Nation staff in similar roles to share knowledge, resources, and expertise, build relationships, and reduce duplication through collaboration on policies and documents.

CAO Network

The CAO Network is an internal information sharing group comprised of NmTC Member Nation Administrators, their support staff, and NmTC Staff. We hold bi-monthly virtual meetings to discuss ongoing priorities within Member Nations, as well as host an annual in-person meeting for a full-day of information sharing and training. These meetings offer space for Member Nation Administrators to:

- Identify priority needs from Member Services
- Provide feedback to ensure that Member Services offers relevant and impactful programs of collaborative benefit that realize efficiency and economies of scale
- Cultivate strong working relationships across Nations and organizations through the ongoing sharing of best practices and resources

Meeting Schedule for 2024-2025

Meeting	Date
CAO Network Meeting	April 15, 2024
CAO Network Meeting	July 15, 2024
CAO Network Meeting	August 19, 2024
CAO Network In-person Gathering and Forward Summit Conference	October 21-22, 2024
CAO Network Meeting	December 16, 2024
CAO Network Meeting	February 10, 2025

Finance Network

The Finance Network brings together Member Nation Finance Managers to discuss ongoing financial priorities, and share successes, knowledge, and skills on a variety of topics. These meetings offer Finance Managers:

- A collaborative space to brainstorm through challenges, and encourage and uplift one another in their work
- Identify priority areas of support from NmTC's Finance Team
- Build strong working relationships across Nations and organizations through the sharing of best practices and resources

Emergency Preparedness Network

This fiscal saw NmTC launch the Emergency Preparedness Network. This Network brings together Emergency Preparedness Coordinators from each Member Nation to discuss priorities in their communities and facilitate the sharing of resources, knowledge and information on emergency preparedness. The Network will host virtual quarterly meetings, and an annual in-person gathering.

February 25, 2025 – Network Launch

For further details on Emergency Preparedness, please see page 50





Community Food Network

Land, Water, Food Systems' Community Food Network nurtures relationships between Member Nations and provides a collective space to come together to share knowledge, develop ideas, brainstorm through challenges, celebrate, uplift one another, and grow. The Network hosts regular meetings, workshops, webinars, and develops learning opportunities in various formats, including toolkits, videos, and hands-on training.

Meeting Schedule for 2024-2025

Date
April 27, 2024
September 14, 2024
October 19, 2024
November 7, 2024
March 20, 2025
March 25-26, 2025

Please see page 46 for more details, including an overview of the CFN's 2nd Annual In-Person Gathering

Housing Managers Network

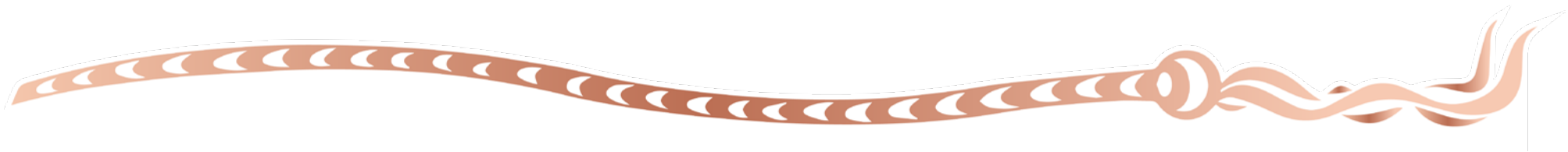
The Technical Services Unit's Housing Managers Network offers a forum for housing managers to foster relationships and support one another on housing management issues. The objectives of this network are to:

- Share information and best practices
- Identify and prioritize issues
- Collaborate on initiatives
- Provide feedback and recommendations on housing policies and procedures
- Identify opportunities for training and professional development related to housing management

Meeting Schedule for 2024-2025

Date
May 14, 2024
September 17, 2024
October 17, 2024
November 13, 2024
March 5, 2025 – In-person Workshop

For further details on NmTC's Technical Services Unit, please see page 54



Elders' and Youth Council

NmTC Elders' Council

The Elders' Council meets virtually every month, building relationships while sharing wisdom and offering teachings to the Naut'sa mawt staff. These gatherings help ensure Naut'sa mawt remains aligned with its purpose, moving forward in a good way. In addition to regular council meetings, we invite our Elders to participate in talking circles, open and close Naut'sa mawt meetings in accordance with cultural protocols and attend Board of Directors meetings. Beyond its formal meetings, the council also fosters connections between Elders, growing friendships and reducing isolation.

NmTC Youth Council

The Youth Council supports the work of NmTC with their new ideas, passion, and vision for a better future. Through monthly virtual meetings, youth connect and learn from one another, participate in workshops, and offer feedback on how NmTC can better support the youth of its Member Nations.

Terms of Reference Update

Following our values, we updated the Terms of Reference for both the Elders' and Youth Councils this year. These updates ensure that both Councils' roles, responsibilities and expectations are clearly defined and aligned with current organizational goals. The Board also approved allowing multiple Elders per Nation on the Elders' Council, deepening Naut'sa mawt's cultural knowledge and connection.



Goals Achieved

-  *organizational and operational excellence*
-  *impactful programs, projects and services*
-  *meaningful conversations and communications*

Elder and Youth Council Gatherings

We continue to live by our teachings of bringing together the Elders and youth, strengthening the ongoing sharing of cultures, languages, and traditions. This transfer of knowledge and wisdom helps foster growth and promotes inclusion for both Elders and youth. This year has seen 3 virtual and 3 in-person joint Elder and Youth Council gatherings.



5

Virtual Elders' Advisory Council Meetings



2

Virtual Youth Council Meetings



3

Virtual Joint Elder and Youth Gatherings



3

In-Person Joint Elder and Youth Gatherings



Elder and Youth Sharing Circle

April 27, 2024

NmTC Elders' and Youth Council members gathered at the Kwunew Kwasun Cultural Center on Malahat's traditional territory for a sharing circle. The day began in a good way with an opening prayer from Elder Vince Harry of Malahat and a nourishing breakfast prepared by Malahat cook, Kathy Horne. In addition to knowledge-sharing between Elders and youth, J.B. Williams, a Traditional Knowledge Keeper and Ethnobotanist, shared his teachings on the spiritual and medicinal properties of the Cedar Tree and numerous other native plants and species.

NmTC Community Network Cultural Gathering

September 14, 2024

The Elders' and Youth Councils joined the NmTC Community Food Network and Homalco Elders for a gathering on Homalco's traditional territory. Dancers from Homalco opened the gathering in a good way with song and dance, followed by a Bannock, Salmon, and Seafood Chowder lunch. The group enjoyed learning to weave cedar bracelets from Elders Kathryn Dice and Betty Nickolay. This was followed by BINGO with Traditional Native Plants and Medicines, which began the sharing of stories and teachings related to the gathering medicines and food.





Member Services



Land, Water, Food Systems



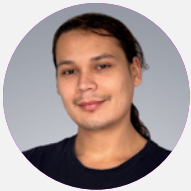
Seanna Johnston

Director of Land, Water, Food Systems



Megan Curren

Program Manager of Land, Water, Food Systems



Terrance Scott

Land, Water, Food Systems Intern

Formerly known as Food Security and Food Sovereignty, we are now Land, Water, Food Systems. This change reflects and honours the interdependence of land, water, food, culture, and language. Land, Water, Food Systems provides community-led and place-based capacity building opportunities. We support food security and food sovereignty, ecological restoration, foodland conservation planning, as well as research and policy development. When the land is well, we are well.

Key Program Objectives

- Support place-based capacity building opportunities
- Provide policy and project planning in areas related to land, water, and food systems
- Facilitate Nation-to-Nation sharing and learning
- Provide Internship and mentoring opportunities flexible to each community or youth's need
- Micro grant distribution, fund sourcing, grant writing and research support

Launch of the Gardens 2 Gardens Project

In response to community requests for year-round gardening support—and recognizing that the best outcomes are from hands-on, in-community work—we developed a Nation-to-Nation knowledge sharing project called Gardens 2 Gardens. The project focuses on working together to strengthen community gardens and the capacity of those who tend them through hands-on mentorship in the gardens. In addition, we aim to develop place-based educational resources such as seasonal calendars, checklists, guides, and management plans.

In the pilot phase, we plan to contract one Nation with strong gardening experience to visit other communities, spending days in the garden working and ‘mentoring’ across the four seasons—while also helping us draft templates for future resources.

We launched the project with a pilot involving Tsleil-Waututh (TWN) and Malahat: TWN is set to develop a year-round gardening curriculum/resource package and provide four 2-day in-person garden support work sessions.



2 Nations participating directly in Nation-to-Nation sharing component of project (TWN & Malahat)



2 Full days of work with 5-10 gardeners in TWN and Malahat



Gardens 2 Gardens: Snaw-naw-as



Gardens 2 Gardens: Stz'uminus



Gardens 2 Gardens: Stz'uminus Collecting Seaweed



Gardens 2 Gardens: Malahat (Photo by Mattia Scroccaro)



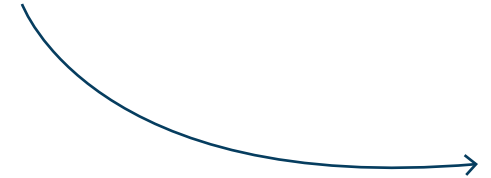
Gardens 2 Gardens: Malahat (Photo by Mattia Scroccaro)

Completion of Food Sovereignty & Food Security Gap Analysis

March 2025 saw the completion of our Food Sovereignty & Food Security Gap Analysis. Through this project we developed a living and adaptive database which documents and reflects gaps identified by our Member Nations. This database will be a foundational tool in guiding our program and service delivery, greatly supporting the setting of shared priorities.

Launch of Sowing Food Sovereign Futures Project

The Sowing Food Sovereign Futures (SFSF) program is designed to support capacity building and skills training for NmTC Member Nations' food sovereignty and food security goals.



 **\$150,000**
received in funding



Member Nation Youth Internship Program

We welcomed T'Sou-ke Member and emerging youth food sovereignty leader Terrance Scott as an intern to build skills and confidence in food systems roles. Terrance has supported CFN meetings, food-focused workshops and webinars, as well as drafting newsletter content. He's joined the team on community visits, events, trainings, and meetings, while gaining experience in grant writing, budgeting, and research.

"Through the Food Sovereignty internship program, I've gained extensive exposure to Indigenous food sovereignty, experiencing everything from policy and planning discussions to land-based work like removing invasive species and cultivating food systems. The opportunity to travel, learn from other NmTC communities, and actively work on the land has been incredible."

– **Terrance**
Land, Water, Food Systems Intern

Member Nation Mentorship

This project also funded the Snaw-naw-as community gardener's mentorship program with another organization's farm. We were able to compensate him for his time, while the farm generously provided training and mentorship free of cost.



200

internship hours completed



\$9,600

of wage support for Snaw-naw-as Community Gardener



Community Food Network's 2nd Annual Gathering

Alongside our regular bi-monthly meetings, we were fortunate to host the Community Food Network's 2nd Annual Gathering on the traditional lands of the Tsawwassen First Nation (TFN). In addition to inviting two staff from each of our Member Nations, we were honoured to extend an invitation to NmTC's Elders' Council. We began with a delicious breakfast catered by a TFN member in the longhouse, followed by a tour of TFN's incredible farm. That evening, Quw'utsun chef, language learner, and educator, Jared Qwustenuxun Williams taught traditional salmon cooking over an open fire. As we parted, guests were gifted with a beautiful selection of seeds and TFN swag from the Nation. As per TFN cultural protocol, a fire was kept burning throughout the entire gathering.

For further details on the Community Food Network, please see page 36.



5 Community Food Network meetings



6 Member Nations participated



3 Elders present



21 Participants total



TFN Farm tour



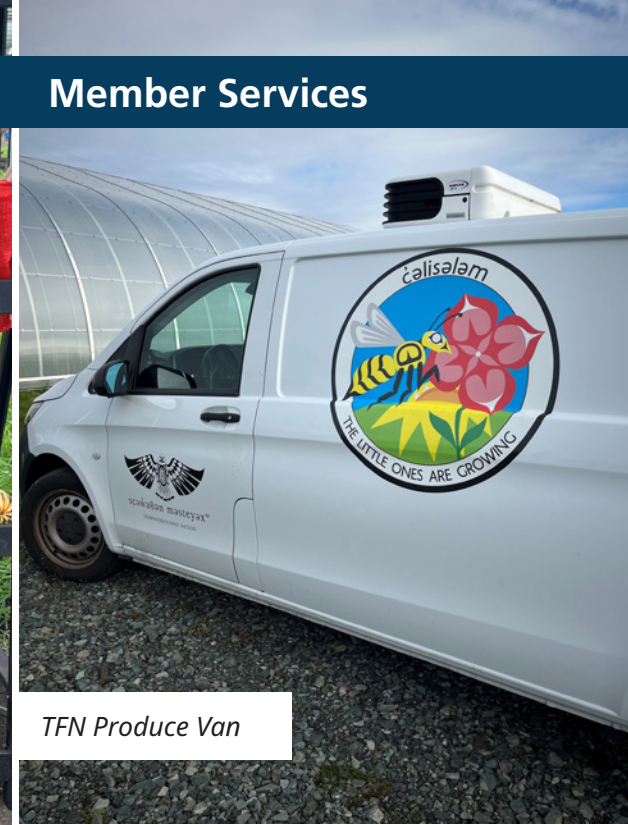
TFN Farm



TFN Greenhouse



TFN produce



TFN Produce Van



TFN Greenhouse



TFN produce



12 Community Food Network Newsletters



Reprint and distribution of *Who's Eating My Garden with Elder Thalia*



6 Elder Thalia's Transformative Food Guide comic issues



Indigenous Food Sovereignty courses with Kalista Pruden – open to all Member Nation staff/ community members



3 Rainwater harvest feasibility assessments (Malahat, TFN, Stz'uminus)



New ongoing and collaborative relationship with the Working Group on Indigenous Food Sovereignty



\$394,400

in funding acquired

ISAT
\$80,000
Sowing Food Sovereign Futures

FPSS
\$164,400
Capacity Development for Traditional and Technical Skills Training Project

REFBC
\$150,000
*(over three years)
Food Sovereignty & Climate Resilience*



All 10
Member Nations visited



New toolkit developed: "Growing Together: A Toolkit for Elder Inclusive Community Gardening"

Full day hands-on-learning
canning workshop in Malahat



Development
of 3 Canning
Guides,
including
beautiful
illustrations
by Bayja
Morgan-Banke

Goals Achieved



*organizational and
operational excellence*



*impactful programs,
projects and services*



*meaningful conversations
and communications*



Emergency Preparedness



Clint Williams

Emergency Preparedness
Advisor

Naut'sa mawt Emergency Preparedness services support our Member Nations in developing and updating emergency management plans, leading to safer and healthier communities. This includes participating in Federal and Provincial meetings to advocate for operations and policies in the interest of our Member Nations, as well as pursuing opportunities in training and funding for the benefit of our communities.

Key Program Objectives

- Cultivate and maintain ongoing collaborative relationships with Member Nation emergency planning teams, including the development and maintenance of emergency plans, as well as the implementation of emergency planning drills in communities
- Support the recovery of Member Nations from emergency situations with Business Continuity and Recovery Planning, implementing common planning processes, tools, policies, bylaws, and other means necessary
- Leverage the services of relevant agencies and organizations, such as Emergency Management BC, First Nations Emergency Services Society, BC Wildfire, Emergency Services Support Program, First Nations Health Authority and ISC as requested by Member Nations
- Share information gathered through various emergency management themed meetings back to Member Nations



Launch of the Emergency Preparedness Network

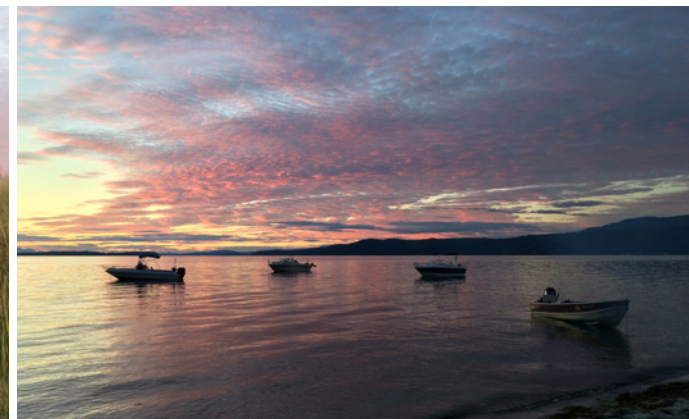
For details on the newly announced Emergency Preparedness Network, please see page 35.

Circle of Practice

Supported by the First Nations Leadership Council, the First Nations Emergency Services Society of BC (FNESS) is the go-to organization for communities seeking emergency and forest fuel management services. For over two years, we have attended monthly, hour-long online meetings with FNESS staff and Emergency Program Coordinators from across the province. These open-agenda meetings facilitate sharing updates on incidents, funding, and projects, providing remote communities with crucial information they might otherwise miss.

BC Flood Strategy

Founded in 2020, the BC Flood Strategy Working Group follows what First Nations' have known for generations: strong relationships between people and nature are essential for collective wellbeing amid severe natural events. It has been a pleasure to be part of this working group which brings together representatives from First Nation communities, local governments, the Ministry of Forests and the Ministry of Emergency Management and Climate Readiness to discuss, deliberate and advance BC's Flood Strategy. The group aims to achieve several goals, including reducing the impact of flooding, promoting sustainable growth and prosperity, safeguarding cultural assets, and enhancing our environment for collective wellbeing.



Member Services Community Visits

This fiscal we had the pleasure of visiting seven of our ten Member Nations. In-person meetings with the elected leadership and staff of communities are important when discussing project updates and sharing new opportunities for funding, training, and equipment. Maintaining existing connections and meeting new leaders and staff is essential for staying engaged with our communities to ensure we understand the support and advisory services they need most.

Rising Tides, Rising Strength: Climate Adaption in Coastal First Nations

The Indigenous Coastal Climate Coalition (ICCC) is looking to renew collaboration between First Nations by building a network across costal communities. Originating from workshops focusing on coastal vulnerability studies, this coalition aims to address the risks posed to our shoreline communities by climate change, including sea level rise, increased storm intensities, and tsunamis.

Our first meeting was held in April 2025 in Victoria, BC.



7 Member Nations visited



Goals Achieved



organizational and operational excellence



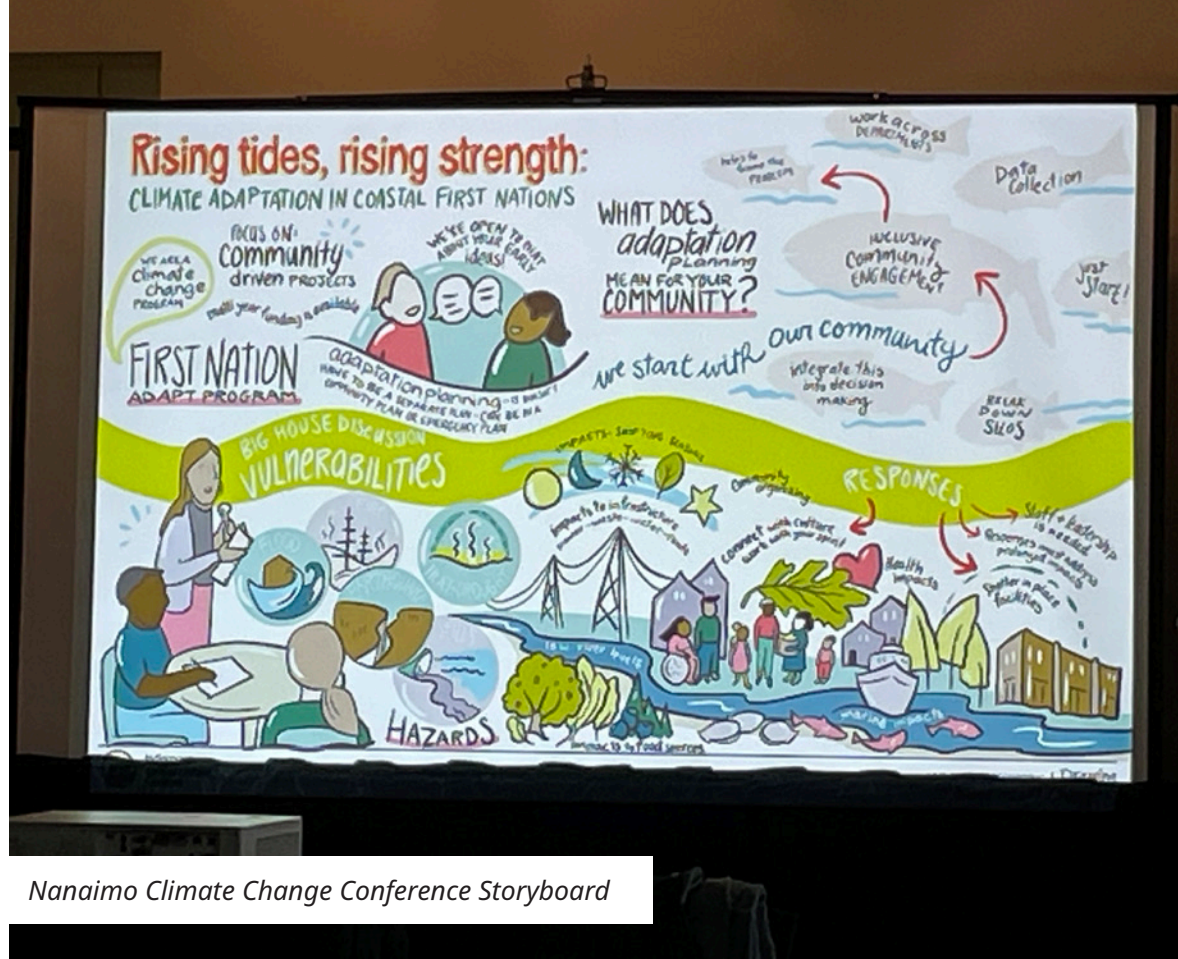
impactful programs, projects and services



meaningful conversations and communications



Klahoose office totem



Nanaimo Climate Change Conference Storyboard



Mars water bomber



Prince George wildfire conference

Technical Services Unit



Eric Blueschke

Program Administrator,
Housing Policy Advisor



**Darryl Tunnicliffe,
P.Eng.**

Infrastructure Advisor



Tim Byron

RBO, Building Inspection
Advisor

The Technical Services Unit (TSU) helps Member Nations with advisory services, resources, and tools for housing and infrastructure, including planning, policy, procurement, and building inspections. We work with Member Nations, liaising with funders and provide support through technical assistance, toolkits, and advice on planning, policy, and processes. We're dedicated to ensuring successful housing and infrastructure projects for our Member Nations.

Key Program Objectives

- Provide Nations with professional support including technical reviews, permitting, inspections, and project-specific engineering support
- Strengthen Nation-led governance with mentorship, professional guidance, and policy tools
- Assist Member Nations with long-term planning for guidance on capital planning, condition assessments, and maintenance strategies
- Develop housing and infrastructure resources including toolkits and template documents
- Engage with our Member Nations to exchange knowledge and identify common needs

FNHIC Housing Condition Assessment Pilot Project

Under a signed MOU with the First Nation Housing and Infrastructure Council, NmTC is supporting five Nations through a pilot project focused on residential housing condition assessments. This project includes:

- Comprehensive condition assessments of homes
- Assessing costs for immediate and long-term capital improvements
- Enhancing each Nation's capacity for capital planning and long-term asset management

Nations Supported:



Building Inspection Program

The TSU Building Inspection Program provides:

- Renovation scope of work and new construction inspections
- Support for renovation applications
- Mentorship to aspiring building officials, strengthening local inspection capacity
- Support for the development of building permit processes

Our 2024-25 Building Inspection Program included:



Over 120 inspections across 7 Member Nations



\$750,000 in renovation funding applications

\$2.1 million in pending applications

Housing Managers Network

For further details on the Housing Managers Network please see page 37.

Housing Policy Toolkit Project

The Housing Toolkit 3.0 provides comprehensive and flexible sample template housing policies that can be customized to the needs of specific Nations. Since 2014, over 350 Nations have requested access to the toolkit.

Engagement & Evaluation

Phase 1 of our Housing Toolkit Update is underway and on-track to be finalized in July 2025. Tasks included:

- Engagement with Housing Organizations, Legal Counsel, and National Experts
- Toolkit Review and Evaluation
- Report & Update Recommendations

The Toolkit continues to be a trusted resource and will be substantively updated in Phase 2 based on evaluation findings. This work is done in partnership with the First Nation Market Housing Fund, in addition to receiving partial funding from the Canada Mortgage Housing Corporation.

Procurement

TSU has developed a suite of procurement templates in conjunction with expert guidance to support Nation-led procurement processes. Procurement templates include:

- Request for Proposal (RFP)
- Negotiated Request for Proposal (NRFP)
- Request for Standing Offers (RFSO)
- Request for Pre-Qualifications (RFPQ)
- Request for Construction Management Services (RFP CM)
- Request for Construction Management and Construction Services (RFP CM CS)
- Invitation to Quote (ITQ)



7 Procurement templates plus 5 support documents developed



1 Draft Internship Program created, securing \$25,000 funding to-date



4 Housing Managers Webinars

5 Aboriginal Capital Committee (ACC) Meetings

1 Housing Managers Workshop
(8 Nations attended)



4 FNHIC housing assessment projects initiated



4 Conferences

- Navigating ISC Infrastructure Programs: Building Communities for Future Generations
- AFN National Conference on Housing and Homelessness
- Coastal Zone Canada Conference
- BC First Nations Housing Managers Forum



Goals Achieved



organizational and operational excellence



impactful programs, projects and services



meaningful conversations and communications

5 Contracts with Indigenous Services Canada

TSU team was the Contract Administrator for the Annual Performance Inspections of Water and Wastewater Systems in most First Nations communities across BC.
Total value of the 5 contracts exceeds \$700,000.

Hawk Communications App



Bronwen Geddes

Director of Operations,
Hawk Solutions



Steve Weatherbee

CEO, eCenter Research

Hawk Solutions offers a range of web and mobile applications to support Nations and Indigenous support organizations across the country with emergency and non-emergency communications, treaties, networking, and community planning. The Hawk Communications App is the central project of Hawk Solutions, allowing Nations and support organizations to connect with their members in real-time. The national expansion of the app with eCenter Research and NmTC was fully funded in 2024/25 by Indigenous Services Canada.

Key Program Objectives

- Build a communications platform that meets the needs of Nations and Indigenous support organizations nationwide
- Support NmTC Member Nations, along with Nations and Indigenous support organizations across Canada, in connecting with their members safely, securely, and efficiently
- Provide excellent client support - from onboarding and launch to daily use
- Increase communications expertise of Nations and organizations



Expanded Reach



48 New Nations and organizations signed on in 2024/25

Nations and organizations from 8 provinces and 2 territories



105 Nations and organizations by March 2025

Strong Engagement



5,000 Contacts reached from 11 provinces and territories



500 Participants in online and custom demonstrations



Hawk Communications App showcased at Our Gathering 2024 and Loving Justice.

Workshops and Webinars



100 Personalized training sessions

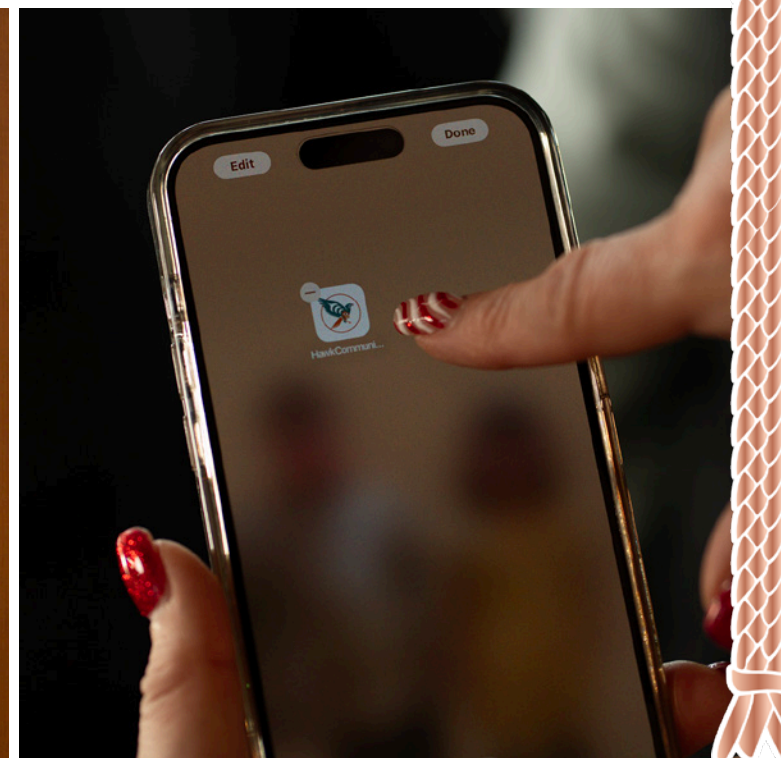


15 Group training sessions

3 communications skills workshops - photography, design basics, and writing for social media

Social Media Launch

The Hawk Communications App developed profiles on four social media platforms to expand reach and awareness of the app. Testimonials, how-to videos, progress updates, and more are now available on Instagram (@hawkcommunicationsapp), Facebook (@Hawk Communications App), LinkedIn (@Hawk Communications App), and YouTube (@hawkcommunications9027). These sites are updated weekly with new content.



New Relationship Trust Video Feature

Tsleil-Waututh Nation, NmTC, and the Hawk Communications App team were featured in the NRT Success Story Video.



Scan the QR code or go to
<https://www.youtube.com/watch?v=-nU53Rixr10>

As of 2024/25:

- Targeting 140 Nations and organizations prior to March 2026
- 17 video tutorials prepared
- 8 new system enhancements
- 3 five-part training series offered
- 4 quarterly newsletters circulated
- French translation in process

Feedback on Hawk Communications App from Nations and Organizations

“The app is an invaluable tool. It gives communities the ability to get information and communication out to members whether they are in the community or halfway around the world. They can stay updated no matter where they are.”

“I love getting information out to our members in an instant. Communication is the biggest challenge for our community and the hawk app helps us be more transparent with members.”

“Members love having important documents / resources at their finger tips whenever they need to look up something or reference a certain policy. Makes their lives easier.”

“Our off-reserve members love that it has all our information. The members that miss info sessions can easily access the presentation on it and members can see what events are coming up near them.”

Special Projects



**Hwum'mi'ya
Mikaela Craig**

Executive Director of
Member Services



Emily Shopland

Executive Assistant



Ethan Whitelaw

Project Coordinator



Johnna Puusa

Cultural Program Manager

In order to meet the needs of our Member Nations beyond our key program areas, the Tribal Council seeks additional funding to support projects that can accomplish these goals:



organizational and operational excellence



impactful programs, projects and services

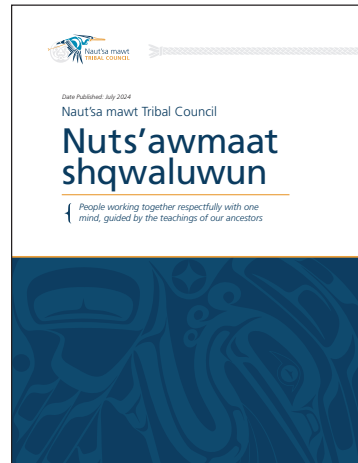


meaningful conversations and communications



Governance Toolkit

During this fiscal year, a comprehensive Governance Toolkit was developed to more effectively communicate the identity, purpose, and operations of Naut'sa mawt Tribal Council. The toolkit features detailed information on NmTC Member Services, organizational structure, frequently asked questions, Member Nation profiles, and highlights our Executive Team.



Cultural Grants

The Cultural and Community Grants Program offers small grants to our Member Nations to assist with cultural activities, sporting events, and community gatherings. Each Member Nation has access to a grant of up to \$6,000 a year (eligible to be carried over for four consecutive years). This year, Snaw-naw-as took advantage of this grant for a total of \$6,000. Since 2010, \$344,500 in funds have been distributed to our Member Nations through this program.





Cultural Training and Inclusion Project

In response to a direct request from the CAO Network for culturally sensitive training resources, we kicked off the Cultural Training Project this fiscal. The project includes two trainings:

Honouring the Truth – Our Shared History

This is a self-paced online course for onboarding new staff. It covers life pre-contact, the history of colonialism in Canada, the Indian Act, residential schools, the Sixties Scoop, treaties, and Nation-specific protocols and teachings.

Respect the Heart of Our Teachings

This is an in-person, experiential training for up to 50 staff. It explores Western and Indigenous worldviews, aiming to improve staff relationships, community engagement, and decolonize the workplace. This training will be delivered through a train-the-trainer model in Member Nations that wish to offer it to their staff.

Wills and Estates

The Naut'sa mawt Wills and Estates Project is designed to support and educate community members in creating wills with an Indigenous approach. Our goal is to strengthen understanding around wills and estate planning to promote informed decision-making and build capacity within each Nation.

Introductory Sessions and Circle Discussions

Throughout Phase I of the project, we hosted six open-format sessions. Each session began with knowledge-building presentations supported by legal experts from Mack Law Corp, followed by round-table discussions where participants were invited to share their perspectives and respond to questions about wills and estates. These conversations proved invaluable, providing NmTC with meaningful insights and guidance to help shape the direction of the Wills and Estates project.



All 10 Member Nations participated



60+ Participants in total



5/6 Sessions held in-person

Sessions ranged from 3-6 hours.



Overview of Funding Proposals and Projects

NmTC must seek funding beyond Indigenous Services Canada’s annual core offering to continue developing projects and provide supports in service of our Member Nations. This funding supports NmTC managed programs, in addition to training and services as requested by the BODs and CAOs of our Member Nations.

Key Program Objectives

- Expand Member Services’ offerings of projects, programs, tools, and training
- Support the growth and development of NRG
- Facilitate cross-departmental collaboration, developing proposals and budgets in support of ongoing projects and services
- Resource funding to address in-community needs and interests of our Member Nations

NRG Funding Support for 2024/2025

**Total Funding Approved:
\$60,000**

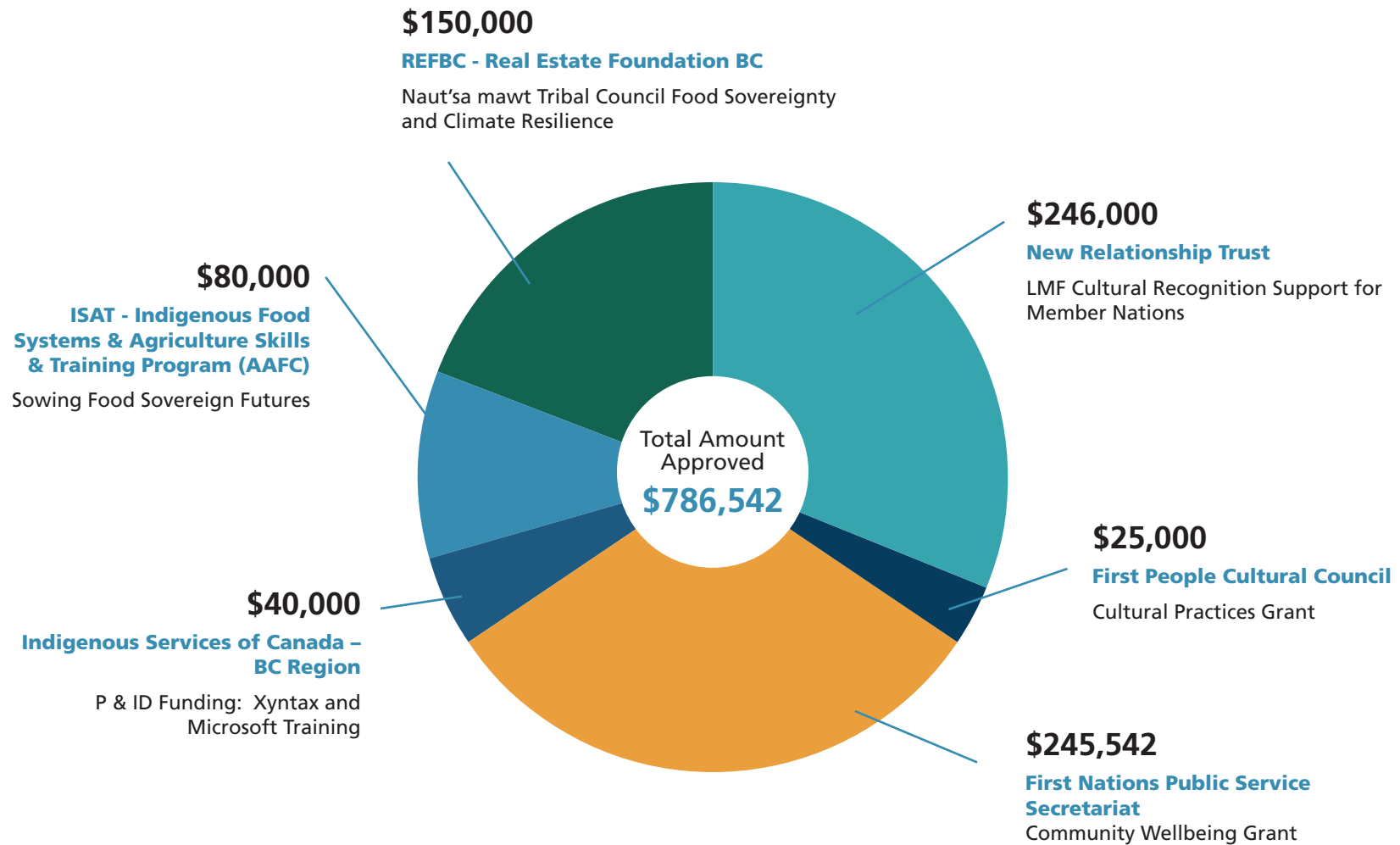
New Relationship Trust – Nation Building
NRG Governance Development and Training Project

Notice to Member Nations Regarding Funding Applications

The following wording is included in all funding applications submitted by Naut’sa mawt:

“As per our commitment to walking alongside our Member Nations, if it comes to your attention that a Member Nation has applied for the same funding stream as the Naut’sa Mawt Tribal Council, and this application could potentially impede, hinder, or prevent them from receiving the funding, we will respectfully withdraw our own application. Our dedication to supporting the goals of all Member Nations remains steadfast as we nurture an environment that reflects teamwork and collaboration.”

Member Services Funding Support for 2024/2025



Naut'sa mawt Resources Group



Naut'sa mawt Resources Group Inc. was incorporated in 1997 by the Naut'sa mawt Tribal Council.

Naut'sa mawt Resources Group generates ethical and sustainable revenues to support Naut'sa mawt in our purpose — Walking alongside our Member Nations on their journey towards self-determination and reclamation of culture.

We manage projects, develop programs, and pursue business opportunities that are:

Profitable

By generating ethical and equitable income to support the long-term well-being of Naut'sa mawt and our Coast Salish and Kwakwaka'wakw communities.

Impactful

By contributing to Indigenous-led efforts to recover, reclaim, and revitalize culture and positively impact Indigenous Peoples.

Respectful

By honouring the teaching of our Coast Salish and Kwakwaka'wakw Peoples whose footsteps have walked this earth since time immemorial.

Message from the Chair of the Board



Cheryl Jones
Chair, Naut'sa mawt
Resources Group

I am pleased to present the Chair's Report for Naut'sa mawt Resources Group for the 2024/25 fiscal year. It is an honour to gather together for this year's AGM on the traditional territory of the K'ómoks First Nation. On behalf of the Board, I extend our gratitude to Chief Nicole Rempel and the community for welcoming us so warmly and for hosting this important gathering.

The 2024/25 fiscal year was one of continued progress, thoughtful decision-making, and steady leadership for Naut'sa mawt Resources Group. As a Board, we remained focused on strengthening the organization, supporting the Executive Team, and ensuring that every decision we made aligned with the long-term vision of the Tribal Council and our Member Nations.

I would like to thank the Executive Team for their dedication and professionalism throughout the year. Their focus on strong financial management, accountability, and operational excellence has contributed to another successful year for NRG, including profitability for the second consecutive year. The organization stands in a stronger position today because of their consistent effort and commitment to our shared goals.

I also want to acknowledge my fellow Directors for their engagement and contribution. We achieved quorum at every meeting and approached our discussions with honesty, collaboration, and respect. There were difficult decisions along the way, but each one was made with care and with the best interests of the organization in mind.

As we look ahead to 2025/26, the Board remains confident in the direction of the company and the strength of its leadership team. Together, we will continue to uphold the values of Naut'sa mawt — working with integrity, unity, and purpose to build a sustainable future for the Tribal Council and our Member Nations.



Chief Executive Officer Report



Kelly Landry
CEO, Naut'sa mawt Resources Group

Naut'sa mawt Resources Group is guided by our mission to generate ethical and sustainable revenue to support the Tribal Council in walking alongside our Member Nations on their journey toward self-determination. We do this by managing projects, developing programs, and pursuing economic development opportunities that generate revenue, positively impact communities, and honour the values of our organization.

As we reflect on the 2024/25 fiscal year, I want to acknowledge the leadership of our Elders, the guidance of our Board of Directors, and the dedication of our staff — their collective efforts embody the spirit of *Naut'sa mawt* and the strength that comes from working together to overcome challenges and move forward in unity.

Financial Progress and Transparency

Naut'sa mawt Resources Group remained profitable for a second consecutive year, further reducing debt and strengthening financial stability. The introduction of a new Finance Policy, guided by the Finance and Governance Committee, enhanced transparency and accountability across all operations. This disciplined approach positions us to make informed decisions with confidence and to pursue future opportunities from a place of strength. I am grateful to our CFO, Prabh Nijjar, and his team — whose expertise and diligence have played a key role in building strong financial practices across NRG.

Governance and Accountability

Strong governance remains central to our success. This year, we completed and implemented our new Articles of Incorporation and governance policies, launched a dedicated Board of Directors web portal, and formalized a comprehensive governance package for directors. These advancements ensure clear oversight, continuity, and alignment between our strategic direction and corporate structure. I would like to formally thank our Board of Directors for their engagement and commitment — their hard work and collaboration reflect a shared commitment to organizational excellence and the values that guide our work.

People and Culture

Our achievements are made possible by the dedication and professionalism of our staff. This year, we strengthened our workplace culture through refined HR systems, improved onboarding and performance review processes, and the introduction of cybersecurity training. We continue to invest in the well-being, growth, and empowerment of our team — whose dedication and expertise enable us to deliver meaningful work and advance our strategic goals. I would also like to acknowledge Edith Moore, CEO of the Tribal Council, for her commitment to embedding cultural teachings across our team, reminding us of the deeper purpose of our work and the values that guide us.

Operations and Business Development

Operationally, we focused on strengthening our established business lines and ensuring they remain resilient, competitive, and aligned with our long-term strategy.

Naut'sa mawt Event Management continued to grow its reputation as a trusted leader in Indigenous event planning, delivering culturally grounded and exceptional client experiences that honour community values and create lasting impact.

Indigenous Marketing Solutions expanded its market presence this year through a successful rebrand, enhanced digital services, and results-driven programs that continue

to attract new clients and strengthen its position in the Indigenous communications sector.

Xyntax Group Incorporated strengthened its Financial Management Services, supporting Nations across Canada. The shareholders appointed a new CEO to lead the next stage of Xyntax's transformation — focused on modernizing its technology, expanding capacity, and positioning the company for long-term growth.

Together, these businesses reflect the strength, adaptability, and shared purpose that define Naut'sa mawt Resources Group's diverse and growing portfolio. I would like to thank the Xyntax executive team for their dedication and hard work, and to recognize Directors Sean Wilman and Samantha D'Odorico for their outstanding leadership and steadfast commitment to advancing our strategic plan and positioning NRG for long-term success.

Looking Ahead

As we enter 2025/26, Naut'sa mawt Resources Group is ready to embrace new opportunities for growth and innovation. Building on a foundation of sound governance, financial discipline, and strong leadership, we are well-positioned to explore new ventures and partnerships that align with our values and expand our impact. My hands are raised to everyone who has contributed to our success. Together, we are building a stronger, more sustainable future for Naut'sa mawt and the communities we serve.

Naut'sa mawt Event Management



Samantha D'Odorico
Director

Naut'sa mawt Event Management is Canada's premier Indigenous-owned event management organization. We specialize in event planning, reporting, arts, and cultural experiences that positively impact Indigenous communities. For over 25 years, we have proudly supported meaningful conversations that create positive change now and for future generations.

Objectives

- Develop and deliver meaningful and impactful services to Indigenous communities, including Event Planning, Reporting, Art and Experiences
- Generate ethical revenue and diversify revenue streams to support NmTC Member Nations
- Ensure the ongoing integration of NRG's values throughout NEM's Services



Goals Achieved



organizational and operational excellence



impactful programs, projects and services



meaningful conversations and communications



generate ethical revenue

Featured Events

Our Gathering kexwkexwntsút chet, tə sǫǫǫip, 2024

NEM was proud to support the First Nations Leadership Council, Indigenous Services Canada, and Crown-Indigenous Relations and Northern Affairs Canada in hosting Our Gathering, kexwkexwntsút chet, tə sǫǫǫip at the J.W. Marriott PARQ Hotel in Vancouver. As one of the most high-profile gatherings of its kind, this annual event brought together over 950 in-person and virtual attendees from 133 BC First Nations for discussions on emerging issues, relationship building, and reconciliation. Across three days of plenaries and breakout sessions, leaders and community members shared knowledge, strengthened partnerships, and explored opportunities for collaboration.

950+ Participants Largest event of the year



Vancouver Indigenous Fashion Week – All Our Relations

Klahoose First Nation AGM

Klahoose First Nation's Annual General Meeting was held at their Multi-Centre in Squirrel Cove with the support of the NEM team. This gathering provided an opportunity for leadership to share updates, financial reports, and community priorities while fostering meaningful discussions among attendees.

 **50+** Attendees

 **Member Nation event**

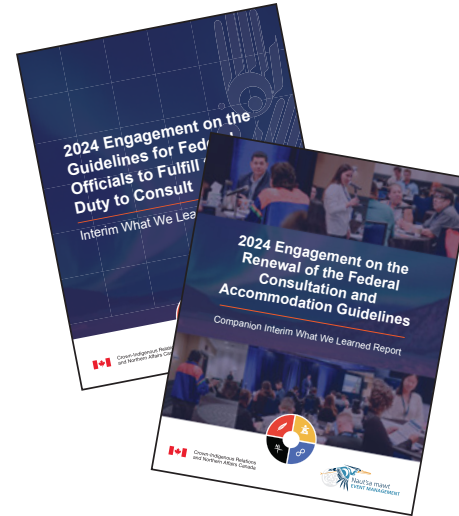
“On behalf of the Nation, I would like to thank you and your team for your support. The format for our AGM was a new approach, and there has been positive feedback. I believe your team was instrumental in making it a success”

– CEO, Klahoose First Nation

Featured Events

Duty to Consult – CIRNAC Engagements on Consultation and Accommodation – February 2023 to Present

The Duty to Consult series aims to ensure Indigenous voices are at the heart of shaping the renewal of the 2011 consultation and accommodation guidelines (the Guidelines). First published in 2011, the Guidelines outline the Government of Canada’s overarching approach to consultation and accommodation for conduct that may affect Indigenous rights. Now, Crown-Indigenous Relations and Northern Affairs Canada are engaging with Indigenous peoples across Turtle Island to renew the Guidelines. This renewal reflects Canada’s reconciliation commitments and supports the Minister of Justice and Attorney General of Canada in fully implementing the United Nations Declaration on the Rights of Indigenous Peoples.



NEM Published ‘Interim What We Learned Report’ (100pg) and ‘Companion Report’ (12pg)







Featured Events

Indian Residential School Survivors Society – 30 Years of Impact Gala

The Indian Residential School Survivors Society's 30th Anniversary Gala was held on November 21, 2024, in Vancouver, BC. NEM was honored to support this momentous celebration of three decades of unwavering support for Residential School Survivors and their families. Hosted by acclaimed actor Tantoo Cardinal and Global BC's Sophie Lui, the event brought together 300 attendees for an evening of reflection and celebration, featuring a three-course dinner, live music, inspiring speeches, and a charitable auction benefiting survivors, families, and communities.

Children and Family Services Agreement Meeting

NEM supported the First Nations Leadership Council, Union of BC Indian Chiefs, and BC Assembly of First Nations in hosting the All-Chiefs Meeting on Children and Families at the Musqueam Community Centre. With 160 attendees, discussions centered on First Nations' jurisdiction over child and family services, insights from the Representative for Children and Youth, Jordan's Principle, ongoing Canadian Human Rights Tribunal matters, and funding mechanisms for provincially delivered services.

Clients of Note



Klahoose
FIRST NATION



Indigenous Services Canada



Natural Resources Canada



Assembly of First Nations



Environment and Climate Change Canada



MakeWay



Fisheries and Oceans Canada

“Thank you so much for your commitment, flexibility, and willingness to go above and beyond to make the forum a success! This event would not have gone this smoothly without you!”

–
Environment and Climate Change Canada

Sales Statistics



14% Increase
in proposals won over last fiscal



Estimated
3,400 participants
at 37 events held in 2024-2025

Largest Events



950 Participants
(Our Gathering 2024)

347 Individuals from

228 Communities or Organizations

(Engagement on Consultation and Accommodation (DTC))



Themes for Meaningful Conversations that Positively Impact Indigenous Communities

- Climate Change Strategy
- Infrastructure Reform
- Indigenous Children and Families
- Indigenous Languages
- Consultation and Accommodation
- Residential School Survivors
- Economic Development



Elder Lolly Good

Indigenous Marketing Solutions



Sean Wilman
Director

Indigenous Marketing Solutions provides creative graphic design, branded merchandise, and communication services to help like minded organizations create effective brand strategies and maximize their reach, while honouring our commitment to working alongside Indigenous communities and leveraging our cultural wisdom to craft exceptional brand stories.

Objectives

- Provide communications services rooted in cultural knowledge, engagement, and collaboration
- Establish equitable partnerships that generate ethical revenue
- Develop programs that positively impact Indigenous Peoples and support Indigenous initiatives
- Support efforts to recover, reclaim, and revitalize language, art and culture



Goals Achieved



impactful programs, projects and services



meaningful conversations and communications



generate ethical revenue

Pink Shirt Program February 2025

Our Pink Shirt campaign continues to play a crucial role in promoting anti-bullying awareness across Canada. This year, we were excited to partner with 13-year-old Kadence Lanahmats George from səilwətał (Tsleil-Waututh Nation), whose Nəčəmat kilila (butterflies) design resonated with so many across the country. IMS donated \$22,100 from the campaign to the WITS Programs Foundation, a Victoria-based organization that empowers children to respond to bullying with positive strategies.

We were honoured to join siʔámθət School and Tsleil-Waututh Nation on February 20, 2025 to celebrate Kadence's incredible achievement. The celebration was filled with warmth and pride, including a heartfelt blanketing ceremony that recognized Kadence's meaningful contribution.

900+
Total Orders

10,000+
Total Units Sold

5,500+
Pins

7,700+
T-shirts

2,900+
Hoodies



Kadence blanketing ceremony



Orange Shirt Program September 2024

Our Orange Shirt Day campaign is dedicated to acknowledging and honouring the experiences of Indigenous children, families, and communities impacted by the Residential School system. This year, we are proud to have been able to work with Clayton Gauthier from Nak'azdli Whut'en. His Mother-Caretaker and Child design was a powerful message of love that captured hearts across the country. \$19,000 from this campaign went to Naut'sa mawt Tribal Council to support the Elders' Council Gatherings.

1,500+
Total Orders

15,800+
Total Units Sold

24,500+
Pins

13,500+
T-shirts

1,800+
Hoodies



Tsleil-Waututh Nation and Inlailawatash

Our work with Tsleil-Waututh Nation began with a request for custom-branded knitted gloves in adult and youth sizes for their Annual Christmas Event. The community response was very positive, and this led to additional projects. Since then, we've supplied a variety of items, including ceramic mugs, Glacier tumblers, pens, and LED flashlights.

This connection also opened the door to working with Inlailawatash, a Tsleil-Waututh-owned business that offers cultural and environmental services. We met their team at the Forward Summit in Vancouver, and soon after they asked us to produce custom-branded jackets and caps for their holiday staff gifts.

In March 2025, we worked on a second order that included crewneck sweaters, long-sleeve shirts, and beanies.



NmTC Member Nations receive a 20% discount on goods and services.



Watershed Security Fund

Bringing the Watershed Security Fund Brand to Life

Our team partnered with the Watershed Security Fund (WSF) to develop a visual identity and online presence that reflects their bold commitment to protecting BC's watersheds.

We led the branding process from concept development to final execution. Our designers created a meaningful logo featuring an eagle cradling a watershed, symbolizing care, wisdom, and environmental interconnectedness. The colour palette, intentionally distinct from typical blues, uses earthy greens and browns to better reflect the depth and diversity of watershed environments. Custom patterns and illustrations, inspired by BC's landscapes, further connect the brand to place and purpose.

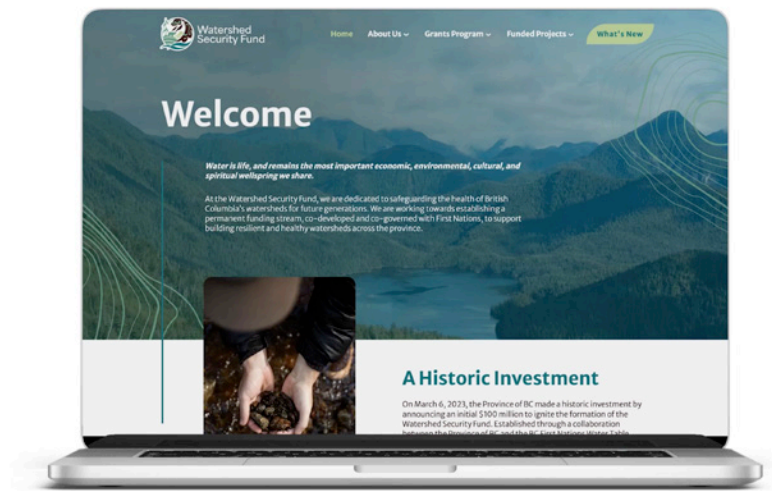
To extend the brand's reach, our web team designed and developed a responsive WordPress site with custom mapping, interactive forms, and an intuitive content management system. The site supports community engagement, simplifies grant applications, and increases awareness of the fund's work.

This project demonstrates our ability to translate values into compelling visual storytelling and user-centered digital tools—advancing both environmental action and Indigenous leadership through thoughtful design.



“Working with Indigenous Marketing Solutions on the branding, logo, and website design for the Watershed Security Fund was a delightful experience. Beyond their technical and creative skills, they fostered a positive and collaborative working relationship, making the entire process both inspiring and enjoyable. Their ability to listen carefully and their deep commitment to understanding our vision resulted in a meaningful visual identity that makes our team feel proud and inspired.”

Alieska Robles
Communications Manager, Watershed Security Fund





New Clients



2

Members Nations worked with
IMS on projects



8

First Nations or Tribal Councils
worked with



*(Klahoose, Nisga'a, Yunesit'in First Nation,
Tsleil-Waututh, Kamloops Indian Band, Buffalo
Point First Nation, Mamaweswen, NmTC)*

Financial Statements

I would like to begin by acknowledging the remarkable efforts of our teams across all our organizations, whose dedication and hard work have been the driving force behind the progress and success we have achieved.

In 2024/25, we continued to strengthen our financial position, building on the progress of prior years. Our priorities remained on achieving financial stability through the reduction of the accumulated deficit, implementation of disciplined financial management practices and the maintenance of budgets across operations. I am pleased to report that through this continued commitment; the accumulated deficit was reduced by \$1,187,807 in 2024/25. This achievement represents a significant milestone, demonstrating the effectiveness of our financial management and the commitment of our teams.

At the same time, we recognize that our work is not complete and that it is essential to continue building on this momentum to secure long-term success. We remain committed to sound financial management, enduring stability, and delivering greater value and programs for our Member Nations.

As we look ahead, I want to thank our Member Nations and our Board of Directors for their ongoing trust and support. It is a privilege to hold this position, and I remain committed to contributing to the growth of a sustainable and financially strong organization that will continue to support our Member Nations for years to come.



Prabh Nijjar, CPA
Chief Financial Officer

NAUT'SA MAWT TRIBAL COUNCIL
Financial Statements
March 31, 2025

NAUT'SA MAWT TRIBAL COUNCIL

Financial Statements
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MANAGEMENT REPORT

March 31, 2025

The Board of Naut'sa mawt Tribal Council has delegated the responsibility for the integrity and objectivity of the financial information contained in the financial statements to the management of the Naut'sa mawt Tribal Council. The financial statements which, in part, are based on informed judgments and estimates, have been prepared by management in accordance with Canadian public sector accounting standards, which have been applied on a basis consistent with that of the preceding year.

To assist in carrying out their responsibility, management maintains an accounting system and internal controls to provide reasonable assurance that transactions are properly authorized and recorded in compliance with legislative and regulatory requirements and that financial records are reliable for preparation of the financial statements. These systems are monitored and evaluated by management.

Naut'sa mawt Tribal Council's independent auditors, Chan Nowosad Boates Inc., Chartered Professional Accountants, are engaged to express an opinion as to whether these financial statements present fairly Naut'sa mawt Tribal Council's financial position and operating results in accordance with Canadian public sector accounting standards. Their opinion is based on procedures they consider sufficient to support such an opinion.

The financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and in accordance with Canadian public sector accounting standards. These financial statements present, in all significant respects the financial position of Naut'sa mawt Tribal Council as at March 31, 2025.



Edith Moore, CAO
July 29, 2025



INDEPENDENT AUDITORS' REPORT

To the Members of Naut'sa mawt Tribal Council,

Opinion

We have audited the financial statements of Naut'sa mawt Tribal Council (the "Tribal Council"), which comprise the statement of financial position as at March 31, 2025, and the statements of operations and accumulated deficit, changes in net debt and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Tribal Council as at March 31, 2025, and the results of its operations and cash flows for the year then ended in accordance with Canadian public sector accounting standards ("PSAS").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Tribal Council in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Tribal Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to cease operations of the Tribal Council, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Tribal Council's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Auditors' Responsibilities for the Audit of the Financial Statements (continued)

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Tribal Council's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Tribal Council's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Tribal Council to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

As required by the Society Act of British Columbia, we report that, in our opinion, the accounting policies applied in preparing and presenting the financial statements in accordance with Canadian public sector accounting standards have been applied on a basis consistent with that of the preceding year.

Chan Newsom Boates Inc

Chartered Professional Accountants
Campbell River, BC

July 29, 2025

NAUT'SA MAWT TRIBAL COUNCIL

Statement of Financial Position

March 31, 2025	2025	2024
FINANCIAL ASSETS		
Cash	\$ 11,344,977	\$ 8,207,470
Accounts Receivable (Note 3)	1,994,808	786,688
Investment in Government Business Enterprise (Note 4)	<u>1,405,933</u>	<u>1,882,030</u>
	<u>14,745,718</u>	<u>10,876,188</u>
LIABILITIES		
Accounts Payable and Accrued Liabilities (Note 5)	1,835,807	1,313,621
Deferred Revenue (Note 6)	<u>13,291,698</u>	<u>11,015,074</u>
	<u>15,127,505</u>	<u>12,328,695</u>
NET FINANCIAL ASSETS (DEBT)	<u>(381,787)</u>	<u>(1,452,507)</u>
NON-FINANCIAL ASSETS		
Prepaid Expenses	151,341	14,721
Tangible Capital Assets (Note 7)	<u>9,112</u>	<u>28,645</u>
	<u>160,453</u>	<u>43,366</u>
ACCUMULATED DEFICIT (Note 8)	\$ <u>(221,334)</u>	\$ <u>(1,409,141)</u>

Approved by:


Director


Director

NAUT'SA MAWT TRIBAL COUNCIL

Statement of Operations and Accumulated Deficit

Year Ended March 31, 2025

	2025		2024
	Actual	Budget (Note 12)	
Revenue			
Indigenous Services Canada (Note 6)	\$ 9,787,189	\$ 13,337,129	\$ 8,912,291
Government of Canada - Fisheries and Oceans	24,530	-	201,775
Government of Canada - Natural Resources	2,212,827	2,428,856	1,632,699
Government of Canada - Canadian Coast Guard	329,623	-	453,711
Government of Canada - ESDC	25,000	-	25,000
Income from Government Business Enterprises	437,135	-	905,631
Interest Income	327,906	306,000	60,953
Recovery of GST Rebate	186,814	-	-
Other Income	582,534	1,501,339	244,565
	<u>13,913,558</u>	<u>17,573,324</u>	<u>12,436,625</u>
Expenditures (Note 14)			
Administration	1,435,990	1,530,380	1,644,474
Other Funded Programs	724,446	983,726	544,733
Tangible Capital Assets	19,533	-	34,375
Enterprise Fund	-	-	-
ISC Funding	10,545,782	14,640,928	9,583,351
	<u>12,725,751</u>	<u>17,155,034</u>	<u>11,806,933</u>
Annual Surplus	1,187,807	\$ 418,290	629,692
Accumulated Deficit - Beginning of Year	(1,409,141)		(2,038,833)
Accumulated Deficit - End of Year	\$ (221,334)		\$ (1,409,141)

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NAUT'SA MAWT TRIBAL COUNCIL

Statement of Changes in Net Debt

Year Ended March 31, 2025

	2025		2024
	Actual	Budget (Note 12)	
Annual Surplus	\$ 1,187,807	\$ 418,290	\$ 629,692
Purchase of Tangible Capital Assets	-	-	(25,965)
Amortization of Tangible Capital Assets	19,533	-	34,375
	<u>19,533</u>	<u>-</u>	<u>8,410</u>
Net Use (Acquisition) of Prepaid Asset	(136,620)	-	(14,721)
Increase in Net Debt	1,070,720	\$ 418,290	623,381
Net Debt - Beginning of Year	(1,452,507)		(2,075,888)
Net Debt - End of Year	\$ (381,787)		\$ (1,452,507)

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NAUT'SA MAWT TRIBAL COUNCIL

Statement of Cash Flows

Year Ended March 31, 2025

	2025	2024
Cash Flows From Operating Activities:		
Cash Flows from Government and Other Sources	\$ 14,544,927	\$ 15,695,356
Cash Paid to Suppliers and Employees	<u>(12,320,652)</u>	<u>(11,633,181)</u>
	<u>2,224,275</u>	<u>4,062,175</u>
Cash Flows From Investing Activities:		
Advances from Government Business Enterprise	913,232	1,014,200
Purchase of Tangible Capital Assets	<u>-</u>	<u>(25,965)</u>
	<u>913,232</u>	<u>988,235</u>
Cash Flows From Financing Activities:		
	<u>-</u>	<u>-</u>
Increase in Cash	3,137,507	5,050,410
Cash - Beginning of Year	<u>8,207,470</u>	<u>3,157,060</u>
Cash - End of Year	<u>\$ 11,344,977</u>	<u>\$ 8,207,470</u>

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NAUT'SA MAWT TRIBAL COUNCIL

Notes to the Financial Statements

March 31, 2025

1. Nature of Operations:

The Naut'sa mawt Tribal Council (the "Tribal Council") is a non-profit society, incorporated in 1983, that proudly serves ten member First Nations. Funding support includes Indigenous Services Canada and own source revenue which includes corporate subsidiaries, event management and project management services.

The Tribal Council offers services in five core delivery areas that include: economic development; financial management; community planning; technical services; and governance.

The Tribal Council is governed by a Board of Directors, made up of one representative from each of the ten member First Nations, appointed annually by their respective councils.

2. Significant Accounting Policies:

a) Basis of Accounting:

These financial statements are the representation of management and have been prepared in accordance with Canadian public sector accounting standards prescribed for governments, as recommended by the Public Sector Accounting Board of CPA Canada.

b) Basis of Presentation:

The Tribal Council accounts for their investments in government business enterprises (GBE's) or partnerships using the modified equity method. Under the modified equity method of accounting, only the Tribal Council's investment in the business and the businesses' net income and other changes in equity are recorded. No adjustment is made for accounting policies of the business that are different from those of the Tribal Council, except that any other comprehensive income of the business is accounted for as an adjustment to the accumulated surplus or deficit. Inter-organizational transactions and balances are not eliminated.

Investments in the following entities are accounted for by the modified equity method and, as such, the accounting policies of these entities are not adjusted to conform with those of the Tribal Council:

Naut'sa mawt Resources Group Inc. (100%)
Xyntax Group Inc. (100% indirect ownership)

c) Asset Classification:

Assets are classified as either financial or non-financial. Financial assets are assets that could be used to discharge existing liabilities or finance future operations. Non-financial assets are acquired, constructed or developed assets that do not provide resources to discharge existing liabilities but are employed to deliver government services and may be consumed in normal operations. Non-financial assets include tangible capital assets, and prepaid expenses. Intangible assets, and items inherited by right of the Tribal Council, are not recognized in the financial statements.

d) Cash:

Cash includes balances held with banks.

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NAUT'SA MAWT TRIBAL COUNCIL

Notes to the Financial Statements

March 31, 2025

2. Significant Accounting Policies (continued):

e) Tangible Capital Assets:

Tangible capital assets are recorded at cost, which includes amounts that are directly related to the acquisition, design, construction, development, improvement or betterment of the assets. Amortization is provided for using the following rates and methods:

Computer Equipment	50%	Declining Balance
Furniture and Equipment	20%	Declining Balance

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Tribal Council's ability to provide goods and services, or when the value of future economic benefits associated with the assets are less than their net book value. The net writedowns are accounted for as expenses in the statement of operations.

f) Basis of Accounting for Revenues and Expenses:

Restricted transfers from other governments are initially deferred to the extent they contain a stipulation that gives rise to a liability. Amounts deferred are recognized as revenue in the period the stipulations in the related agreement are met. Unrestricted transfers are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions are recorded in the year the contribution becomes receivable under the terms of the applicable funding agreement. Contributions that are specifically designated to fund expenses of a future period, or that are restricted and unspent at the end of a period, are deferred and recognized in the period the related expenses are incurred.

Contributions from non-government agreements, other fees and interest are recognized as revenue in the period earned, when collection is reasonably assured.

Event revenue is recognized as revenue in the period the associated goods or services are provided to the recipient, and collection is reasonably assured.

Expenses are recognized as they are incurred and measurable as a result of goods and services being received and/or the creation of a legal obligation to pay.

g) Measurement Uncertainty:

The preparation of financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, and the disclosure of contingent assets and liabilities, at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period.

Significant estimates include the allowance for doubtful accounts, asset retirement obligations, the estimated useful lives of tangible capital assets, impairment of tangible capital assets, recoverability of investments and advances, accrued liabilities and the possibility of contingent liabilities. Actual results could differ from these estimates.

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NAUT'SA MAWT TRIBAL COUNCIL

Notes to the Financial Statements

March 31, 2025

2. Significant Accounting Policies (continued):

h) Asset Retirement Obligations

The Tribal Council recognizes a liability for an asset retirement obligation when there is a legal obligation to incur retirement costs in relation to a tangible capital asset; the past transaction or event giving rise to the liability has occurred; it is expected that future economic benefits will be given up; and a reasonable estimate of the amount can be made. The liability is recorded at an amount that is the best estimate of the expenditure required to retire a tangible capital asset at the financial statement date.

i) Surplus Recoveries and Deficit Funding:

Under the terms of funding arrangements, remaining surpluses of certain programs may be recovered by the funding agency, and remaining deficits may be funded by the funding agency. The Tribal Council accounts for these recoveries or surpluses in the year the funding agency requests the recovery or approves the funding.

j) Segment Disclosures:

The Tribal Council conducts its business through reportable segments. A segment is defined as a distinguishable activity or group of activities of the Tribal Council, for which it is appropriate to separately report financial information to achieve the objectives of the standard. The Tribal Council has presented financial information in segment formation in Note 18.

These operating segments are established by senior management to facilitate the achievement of the Tribal Council's long-term objectives, aid in resource allocation decisions, and to assess operational performance. For each reported segment, revenues and expenses represent both amounts that are directly attributed to the segment and amounts that are allocated on a reasonable basis. Therefore, certain allocation methodologies are employed in the preparation of segmented financial information

3. Accounts Receivable:

	<u>2025</u>	<u>2024</u>
Government of Canada	\$ 344,611	\$ 500,885
Natural Resources Canada	674,471	375,048
Indigenous Services Canada	731,655	159,135
Other	<u>254,284</u>	<u>37,952</u>
	2,005,021	1,073,020
Less: Allowance for Doubtful Accounts	<u>(10,213)</u>	<u>(286,332)</u>
	<u>\$ 1,994,808</u>	<u>\$ 786,688</u>

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NAUT'SA MAWT TRIBAL COUNCIL

Notes to the Financial Statements

March 31, 2025

4. Investment in Government Business Enterprise:

The investment in Government Business Enterprise ("GBE") relates to the Tribal Council's investment in Naut'sa Mawt Resources Group Inc. (NRG), which consists of the following:

	2025	2024
Investment Cost	\$ 50	\$ 50
Cumulative Share of Earnings (Losses) (i)	(744,900)	(1,182,035)
Due from NRG (ii)	<u>2,150,783</u>	<u>3,064,015</u>
	<u>\$ 1,405,933</u>	<u>\$ 1,882,030</u>

(i) NRG is presented on a combined basis which includes the balances that would be allocated to NRG from the Xyntax Group Inc. (Xyntax). Xyntax operates a software licensing and servicing company. It is wholly owned by NRG but its operations are not reflected within the financial statements of NRG. Xyntax has a March 31st year-end. For the purpose of this note, its operations are presented as combined with those of NRG as if it had been consolidated.

(ii) The amounts due from NRG arose during the normal course of operations, are non-interest bearing and have no specific terms of repayment.

Financial results for the NRG's year ending March 31, 2025, on a consolidated basis with Xyntax for the purpose of these financial statements have been summarized as follows:

	2025	2024
Total Assets	\$ <u>2,027,839</u>	\$ <u>2,415,045</u>
Total Liabilities	4,282,541	5,106,882
Total Equity	<u>(2,254,702)</u>	<u>(2,691,837)</u>
Total Liabilities and Equity	<u>2,027,839</u>	<u>2,415,045</u>
Revenue	8,079,040	6,396,549
Expenses	<u>7,641,905</u>	<u>5,490,918</u>
Total Comprehensive Income	<u>\$ 437,135</u>	<u>\$ 905,631</u>

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NAUT'SA MAWT TRIBAL COUNCIL

Notes to the Financial Statements

March 31, 2025

5. Accounts Payable and Accrued Liabilities:

	2025	2024
Trade Payables and Accruals	\$ 1,668,422	\$ 1,221,609
Indigenous Services Canada	90,335	-
Government Remittances Payable	-	13,052
Wages, Benefits and Pension	41,055	34,265
Vacation Accrual Payable	<u>35,995</u>	<u>44,695</u>
	<u>\$ 1,835,807</u>	<u>\$ 1,313,621</u>

The vacation accrual liability is comprised of the vacation that employees are deferring to future years. Employees have either earned the benefits or are entitled to these benefits within the next budgetary year.

The Tribal Council provides a defined contribution plan for eligible members of its staff. Members are required to contribute 3-5% of their salary and the Tribal Council is required to match their contribution of 3-5%. The amount of the retirement benefit to be received by the employees will be the amount of the retirement annuity that could be purchased based on the member's share of the pension plan at the time of the member's withdrawal from the plan. The Tribal Council contributed during the year \$54,813 (2024 - \$40,688) for retirement benefits. The Tribal Council does not have any other obligations with regards to the pension plan as at March 31, 2025.

6. Deferred Revenue:

	2024	Funding Received	Revenue Recognized	ISC Recovery	2025
Indigenous Services Canada (ISC)					
ISC - Fixed Funding	\$ 10,144,242	\$ 7,312,269	\$ (5,816,368)	\$ (90,335)	\$ 11,549,808
ISC - Set Funding	53,374	-	(8,997)	-	44,377
ISC - Flexible Funding	<u>608,185</u>	<u>4,419,922</u>	<u>(3,961,824)</u>	<u>-</u>	<u>1,066,283</u>
	<u>10,805,801</u>	<u>11,732,191</u>	<u>(9,787,189)</u>	<u>(90,335)</u>	<u>12,660,468</u>
Other	<u>209,273</u>	<u>1,216,375</u>	<u>(794,418)</u>	<u>-</u>	<u>631,230</u>
	<u>\$ 11,015,074</u>	<u>\$ 12,948,566</u>	<u>\$ (10,581,607)</u>	<u>\$ (90,335)</u>	<u>\$ 13,291,698</u>

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NAUT'SA MAWT TRIBAL COUNCIL

Notes to the Financial Statements

March 31, 2025

7. Tangible Capital Assets:

	Cost				Accumulated Amortization				Net Book Value	
	Opening	Additions	Disposals	Closing	Opening	Amort	Disposals	Closing	2025	2024
Computer Equipment	\$ 155,918	\$ -	\$ -	\$ 155,918	\$ 130,453	\$ 16,353	\$ -	\$ 146,806	\$ 9,112	\$ 25,465
Furniture & Equipment	16,124	-	-	16,124	12,944	3,180	-	16,124	-	3,180
Total	\$ 172,042	\$ -	\$ -	\$ 172,042	\$ 143,397	\$ 19,533	\$ -	\$ 162,930	\$ 9,112	\$ 28,645

8. Accumulated Surplus (Deficit):

	2025	2024
Unrestricted		
Operating Fund	795,212	25,007
Enterprise Fund	(1,025,658)	(1,462,793)
Invested in Tangible Capital Assets	9,112	28,645
	<u>(221,334)</u>	<u>(1,409,141)</u>
Total Accumulated Surplus (Deficit)	\$ (221,334)	\$ (1,409,141)

9. Related Party Transactions:

The Tribal Council pays fees for various services in the normal course of operations to Naut'sa mawt Resources Group Inc., its wholly-owned subsidiary.

In addition, the Tribal Council receives revenue and pays fees for various services in the normal course of operations to Xyntax Group Inc., which is the wholly-owned subsidiary of Naut'sa mawt Resources Group Inc. The Tribal Council also provides cultural grants to various member Nations or has various occurring activities with the member Nations throughout the year.

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NAUT'SA MAWT TRIBAL COUNCIL

Notes to the Financial Statements

March 31, 2025

9. Related Party Transactions (continued):

Related party transactions for the year ending March 31, 2025 and 2024 have been summarized as follows:

	2025	2024
Expenditures		
Naut'sa mawt Resources Group Inc. - ISC and Other Funding	\$ 2,061,166	\$ 1,718,187
Xyntax Group Inc. - Administration and Office Expenses	28,619	65,774
Homalco First Nation - Administration	5,535	23,329
Stz'uminus First Nation - Administration	-	27,000
Halalt First Nation - Administration	584	-
Klahoose First Nation - Administration	20,000	24,939
Malahat Nation - Administration and Maintenance	19,204	73,346
T'sou-ke Nation - Administration	652	700
T'la'amin Nation - Administration	15,000	1,354
Tsleil-Waututh Nation - Administration	5,300	5,000
Tsawwassen First Nation - Administration	-	7,428

10. Director and Employee Remuneration:

Section 36(1) of the British Columbia Society Act requires that all remuneration paid to Directors be disclosed and remuneration paid to employees/contractors that is greater than \$75,000 be disclosed. For the fiscal year ending March 31, 2025, the Tribal Council had paid the following:

Honorariums paid to ten board members totaled \$20,872 (2024 - \$14,322).

Remuneration paid to 8 employees of more than \$75,000 totaled \$939,610 (2024 - 7 employees totaled \$775,914).

11. Risk Management:

The Tribal Council has exposure to the following risks from its use of financial instruments: credit risk, market risk and liquidity risk. The Tribal Council has identified its risks and ensures that management monitors and controls them.

Credit Risk

Credit risk is the risk of financial loss to the Tribal Council if a customer or counter party to a financial instrument fails to meet its contractual obligations. Such risks arise principally from certain financial assets held consisting of cash and accounts receivable.

The Tribal Council is primarily exposed to credit risk in their receivables in relation to their amounts due from trade receivables which in 2025 had a carrying value of \$918,542 (2024 - \$126,668).

It is management's opinion that the Tribal Council is not exposed to significant credit risk associated with its cash deposits as they are placed in recognized Canadian financial institutions.

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NAUT'SA MAWT TRIBAL COUNCIL

Notes to the Financial Statements

March 31, 2025

11. Risk Management (continued):

Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk is comprised of interest rate risk. Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. It is management's opinion that the Tribal Council is not exposed to significant market and interest rate risk.

Liquidity Risk

Liquidity risk is the risk that the Tribal Council will not be able to meet its financial obligations as they become due.

The Tribal Council manages liquidity risk by continually monitoring cash flows from operations and anticipated investing activities to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Tribal Council's reputation.

12. Budget Figures:

Budgeted figures have been provided for comparison purposes and have been derived from the estimates approved by the Board of Directors and have not been audited.

13. Economic Dependence:

Naut'sa mawt Tribal Council receives a significant portion of its revenue pursuant to a funding agreement with ISC. The nature and extent of this revenue is of such significance that the Tribal Council is economically dependent on this source of revenue.

NAUT'SA MAWT TRIBAL COUNCIL

Notes to the Financial Statements

March 31, 2025

14. Schedule of Expenses by Object:

	<u>2025</u>	<u>2024</u>
Administration (Recovery)	\$ (311,378)	\$ (271,750)
AGM	176,132	106,971
Amortization of Capital Asset	19,533	34,375
Board Meeting	31,878	55,950
Contracted Services	4,870,733	4,234,351
Cultural Grants	55,000	24,000
Equipment Purchases	155,435	227,227
Events - Direct Costs	3,399,203	3,511,489
Event Management - Paid to NRG	2,163,106	1,503,103
Honoraria	27,976	18,884
Human Resource	17,804	45,682
Insurance	20,411	7,217
Interest and Bank Charges	5,077	5,560
IT Services	36,255	44,537
Meetings and Conferences	33,514	138,058
Office Expenses	46,765	52,105
Professional Fees	50,456	120,894
Rental	31,673	24,697
Strategic Plan	23,062	-
Training	41,657	52,306
Travel	156,205	208,685
Utilities	20,618	18,718
Wages and Benefits	1,654,636	1,643,875
	<u>\$ 12,725,751</u>	<u>\$ 11,806,934</u>

15. Contingent Liability:

During the year ended March 31, 2025, litigation was ongoing against the Tribal Council by a former employee. Costs relating to the litigation have been accrued in these financial statements but are not disclosed as the matter remains ongoing as at the date of these financial statements.

16. Comparative Figures:

Certain comparative figures have been reclassified to conform with the current year presentation.

17. Commitments:

The Tribal Council has entered into a contract for the development of a communications application, with a total contract value of \$1,705,000.

At March 31, 2025, the Tribal Council has a remaining commitment to pay \$847,375 with respect to the contract.

NAUT'SA MAWT TRIBAL COUNCIL

Notes to the Financial Statements

March 31, 2025

18. Segment Disclosure:

The Tribal Council provides a range of services to its member Nations and their members. For management reporting purposes, operations and activities are organized and reported by function. For each separate segment, revenue and expenses represent both amounts that are directly attributable to the segment and amounts that are allocated on a reasonable basis. The presentation by segment is based on the same accounting policies as described in the summary of Significant Accounting Policies as described in Note 2. The segments are grouped as follows:

Administration:

Administration contains activities that are needed to manage and administer the Tribal Council including corporate administration. Administration is responsible for the support and coordination of all the Tribal Council's departments.

Other Funded Programs:

Other funded programs contains ongoing and one time programs that the Tribal Council operates that are funded by a third party, but that are not otherwise funded by ISC. These programs deliver services to the member Nations and their members that will vary in nature from agreement to agreement.

Tangible Capital Assets:

Tangible capital assets contains funding received for the purchase of tangible capital assets and the respective amortization from those tangible capital assets.

Enterprise Fund:

Enterprise fund contains activities that are involved in the development and operation of economic opportunities.

ISC Funding:

ISC funding contains activities that are solely funded by ISC.

NAUT'SA MAWT TRIBAL COUNCIL

Notes to Consolidated Financial Statements

March 31, 2025

18. Segment Disclosure (continued):

Year ended March 31, 2025:

	<u>Administration</u>		<u>Other Funded Programs</u>		<u>Tangible Capital Assets</u>	
	2025	2024	2025	2024	2025	2024
Revenues						
Indigenous Services Canada	\$ 592,652	\$ 595,364	\$ -	\$ -	\$ -	\$ -
Interest Income	327,906	60,953	-	-	-	-
Other Revenue	<u>1,031,454</u>	<u>801,520</u>	<u>753,822</u>	<u>591,639</u>	<u>-</u>	<u>-</u>
	<u>1,952,012</u>	<u>1,457,837</u>	<u>753,822</u>	<u>591,639</u>	<u>-</u>	<u>-</u>
Less: Inter-Program Charges	<u>(807,185)</u>	<u>(786,547)</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>1,144,827</u>	<u>671,290</u>	<u>753,822</u>	<u>591,639</u>	<u>-</u>	<u>-</u>
Expenses						
Wages and Benefits	721,632	1,003,897	175,563	-	-	-
Interest and Bank Charges	5,077	5,560	-	-	-	-
Amortization	-	-	-	-	19,533	34,375
Other Expenses	<u>709,281</u>	<u>635,017</u>	<u>590,179</u>	<u>592,016</u>	<u>-</u>	<u>-</u>
	<u>1,435,990</u>	<u>1,644,474</u>	<u>765,742</u>	<u>592,016</u>	<u>19,533</u>	<u>34,375</u>
Less: Inter-Program Charges	<u>-</u>	<u>-</u>	<u>(41,296)</u>	<u>(47,283)</u>	<u>-</u>	<u>-</u>
	<u>1,435,990</u>	<u>1,644,474</u>	<u>724,446</u>	<u>544,733</u>	<u>19,533</u>	<u>34,375</u>
Annual Surplus (Deficit)	\$ (291,163)	\$ (973,184)	\$ 29,376	\$ 46,906	\$ (19,533)	\$ (34,375)

NAUT'SA MAWT TRIBAL COUNCIL

Notes to Consolidated Financial Statements

March 31, 2025

18. Segment Disclosure (continued):

Year ended March 31, 2025:

	<u>Enterprise Fund</u>		<u>ISC Funding</u>		<u>Consolidated Totals</u>	
	2025	2024	2025	2024	2025	2024
Revenues						
Indigenous Services Canada	\$ -	\$ -	\$ 9,194,537	\$ 8,316,927	\$ 9,787,189	\$ 8,912,291
Net Income (Loss) from GBE's	437,135	905,631	-	-	437,135	905,631
Interest Income	-	-	-	-	327,906	60,953
Other Revenue	-	-	<u>2,383,237</u>	<u>1,951,138</u>	<u>4,168,513</u>	<u>3,344,297</u>
	<u>437,135</u>	<u>905,631</u>	<u>11,577,774</u>	<u>10,268,065</u>	<u>14,720,743</u>	<u>13,223,172</u>
Less: Inter-Program Charges	-	-	-	-	<u>(807,185)</u>	<u>(786,547)</u>
	<u>437,135</u>	<u>905,631</u>	<u>11,577,774</u>	<u>10,268,065</u>	<u>13,913,558</u>	<u>12,436,625</u>
Expenses						
Wages and Benefits	-	-	666,030	610,525	1,563,225	1,614,422
Interest and Bank Charges	-	-	-	-	5,077	5,560
Amortization	-	-	-	-	19,533	34,375
Other Expenses	-	-	<u>10,645,641</u>	<u>9,712,090</u>	<u>11,945,101</u>	<u>10,939,123</u>
	-	-	<u>11,311,671</u>	<u>10,322,615</u>	<u>13,532,936</u>	<u>12,593,480</u>
Less: Inter-Program Charges	-	-	<u>(765,889)</u>	<u>(739,264)</u>	<u>(807,185)</u>	<u>(786,547)</u>
	-	-	<u>10,545,782</u>	<u>9,583,351</u>	<u>12,725,751</u>	<u>11,806,933</u>
Annual Surplus (Deficit)	<u>\$ 437,135</u>	<u>\$ 905,631</u>	<u>\$ 1,031,992</u>	<u>\$ 684,714</u>	<u>\$ 1,187,807</u>	<u>\$ 629,692</u>

